



PROJECT PARTNERSHIP REPORT

Poverty Graduation Programme for Afghan Refugees



Phase V

January 2024-December 2024

Pakistan Poverty Alleviation Fund
Delivering Prosperity

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ANNEXURE I: DETAILED PARTNERSHIP REPORT

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Project Partnership Report

Poverty Graduation Programme for Afghan Refugees

Phase V

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1. OVERALL PERFORMANCE

PPAF, with the support from UNHCR, is implementing Poverty Graduation Programme (PGP) for Afghan Refugees as the lead programme agency since November 2017. The programme aims to assist ultra-poor and very poor Afghan refugee households in graduating out of poverty through different activities. The current phase (Phase-V) of the programme was started on 8th January 2024 and completed on 31st December 2024. The overarching goal of this phase was to assist the ultra-poor and very poor Afghan refugee households in graduating out of poverty through the provision of productive assets and innovative schemes. The programme was implemented in District Malakand, Peshawar and Upper Dir of Khyber Pakhtunkhwa, District Quetta and Killa Saifullah of Balochistan and District Islamabad of ICT with an estimated cost of PKR 142,061,617.

Livelihood and food security are major and complex issues for Afghan refugees who often lack employable skills and trainings as well as productive assets to set-up their own enterprises. However, PPAF's experience with poverty graduation has shown that a one-time investment in transferring of productive assets combined with capacity building in business management, enterprise development, financial literacy, marketing, and networking skills can significantly improve the economic self-reliance of refugee populations in meeting their essential food security and livelihood related needs.

Most of Afghan refugees in Pakistan are daily labourers with limited livelihood opportunities and lack marketable skills. Rural areas are particularly affected, and vulnerable families, including women-headed households are most severely impacted. The lack of marketable skills is also hindering sustainable voluntary repatriation to Afghanistan.

Pakistani youths and young adults face challenges entering the skilled labour market due to limited access to formal training following secondary school. The competition for resources in the skilled job market also strains social cohesion between population groups. Access to state-run training centres that issue recognised certificates may be difficult for financial reasons, and limited choice of trades and lack of tools or equipment further exacerbate the problem.

In line with the regional Solutions Strategy for Afghan Refugees (SSAR), endorsed by the Government of Pakistan, UNHCR supports Afghan refugees through this project to acquire transferable skills so that refugee families can support themselves in a dignified manner for the duration of their stay in Pakistan and after their voluntary repatriation to Afghanistan.

To achieve sustainable livelihoods, ensure food security, and increase financial assets, coping strategies, and self-esteem the poverty graduation model has been implemented under this programme. The key inputs of the poverty graduation model contributed significantly to the long-term protection of refugees. These inputs include:

- Facilitating access to local safety nets such as mainstream social services, banks, and community organizations.
- Equipping refugees with employable skills, financial training, and access to registered employment opportunities in their host communities.
- Developing productive and common interest groups to promote effective access to markets, improve health and education opportunities with a focus on food security and physical infrastructure.

2. PROJECT IMPLEMENTATION STRATEGY

2.1. SELECTION OF IMPLEMENTING PARTNER

After signing the Project Partnership Agreement (PPA) between PPAF and the UNHCR on 8 January 2024, IDEA has been selected by the PPAF Board of Directors for the implementation of PGP Phase V in the selected regions. The detailed concept note has been prepared, reviewed, and subsequently approved by the Grant Management Committee (GMC). The GMC, consisting of PPAF's senior management including the Chief Programmes Officer, Chief Financial Officer, Chief HR, Admin and Procurement, Company Secretary, and the Chief Executive Officer, has endorsed and approved the concept note. Subsequently, the concept note was presented to the Board's Executive Strategy and Design Committee (ESDC), comprising representatives from the Ministry of Finance, Ministry of Economic Affairs Division, Ministry of PASS, representing the Government of Pakistan. The ESDC has granted approval, thereby selecting IDEA for the execution of the current phase of the Poverty Graduation Programme.

Considering the exigent/short timeframe and the nature of activities involved, IDEA emerges as the ideal choice. Having served as an existing implementing partner of PPAF, IDEA has successfully executed the preceding three phases of the Poverty Graduation Programme, showcasing its proficiency in implementing poverty graduation projects. Notably, IDEA's performance during Phase-IV in the targeted districts of Balochistan, Khyber Pakhtunkhwa, and Islamabad underscores its capability to deliver within defined timelines and achieve project objectives. Internal Audit unit of PPAF has monitored the last three phases of IDEA and submitted the detailed report to BOD. As internal audit is reporting independently to Board of Directors of PPAF.

Keeping in view the short duration and nature of the programme, IDEA is selected based on following criteria:

1. IDEA is already an existing partner of PPAF and has been in partnership with PPAF since 2020.
2. IDEA has successfully implemented the last three phases of the UNHCR-funded Poverty Graduation Programme with PPAF. It has relevant experience of implementing graduation programmes.
3. IDEA has valid Allow to Work (ATW) Status for additional project in Khyber Pakhtunkhwa, Balochistan and Islamabad under clause 4.2. of the MOU signed between the Ministry of Economic Affairs (ATW attached).
4. IDEA is having capacity and technical expertise including staff for carrying out, supervising, and monitoring of programme implementation.
5. IDEA has a transparent operating system, including a proper accounting system and audits undertaken by Quality Control Review (QCR) a Complaint Chartered Accountant Firm.

The selection of IDEA as the implementing partner is based on a thorough assessment, considering various criteria including its longstanding partnership with PPAF, successful track record in implementing similar programmes, possession of valid Allow to Work status, and robust capacity and technical expertise.

Grant agreement was signed with between PPAF and IDEA in February 2024, followed by a series of comprehensive orientation sessions were conducted for IDEA staff to facilitate the implementation of the programme activities. Subsequently, beneficiary selection process began using an agreed-upon criteria to support 900 target households. Project interventions were mapped with respect to Afghan refugee population residing in refugee villages, vulnerability, and security. A scenario-based planning approach was agreed upon with UNHCR and updated regularly.

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The project aims to enhance the self-reliance and livelihoods of Afghan refugees through the poverty graduation approach. The main objective of the programme was to contribute to greater levels of gender equality and self-reliance by improving the access of refugees and asylum seekers to the sustainable livelihood opportunities, increasing access to employment and entrepreneurship opportunities, incubating business startups and accelerating growth.

2.2. KEY ACHIEVEMENTS

The project was implemented in four refugee camps Dodba & Barawal in district Upper Dir, Zangal Patay in district Malakand, Malgagai in district Killa Saifullah and provided startup support to 90 DAFI scholars for Entrepreneurship skill trainings (30 each Peshawar, Quetta and Islamabad).

All the programme targets have been achieved by forming 4 Community Institutions, development of four village development plans, providing enterprise development trainings to 900 beneficiaries, conducting 8 events of community management skill trainings with participation of 152 beneficiaries (48% women), 12 awareness sessions participated by 327 participants (53% women), 90 students (16% women) were trained on entrepreneurship and skill training and were provided with seed capital money. The overall progress is described in the table below:

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S. No	Activity	UoM	Targets	Achievement	%	Upper Dir	Malakand	Killa Saifullah	Peshawar	Quetta	Islamabad
1	Formation/ Strengthening of Community Institutions	No	4	4	100%	2	1	1	-	-	-
2	Village Development Plans	No	4	4	100%	2	1	1	-	-	-
3	CIs Capacity Building through CMSTs	No.	8	8	100%	4	2	2	-	-	-
4	Awareness Sessions on Accessing Public & Financial Services	No	12	12	100%	4	4	4	-	-	-
5	Identification of HHs- PWR and PSC to Identify Poor HHs For Targeting	Pax	2,000	2,004	100%	133	866	1,005	-	-	-
6	Enterprise Development Training for cash recipients	Pax	900	900	100%	80	366	454	-	-	-
7	Start up support and entrepreneurship skill training for DAFI scholars	Pax	90	90	100%	-	-	-	30	30	30

2.3. PROJECT ORIENTATION

At the very onset of the project, following the signing of grant agreement between PPAF and its sub-contracting partner organization (IDEA), the PPAF project team, in collaboration with UNHCR, conducted an orientation session for IDEA staff at IDEA head office Peshawar. IDEA staff from Khyber Pakhtunkhwa and Balochistan participated in the session. These sessions covered key aspects of the project, including major activities, implementation methodology, work plans, stakeholder roles (UNHCR, PPAF, etc.), gender considerations, monitoring, reporting, coordination, and progress review meetings. The orientation played a crucial role in helping the staff and stakeholders understand the graduation model and their responsibilities, ensuring smooth project implementation.

Following the project agreement, a two-day detailed orientation session was held at IDEA's head office in Peshawar for project staff on the implementation of the Poverty Graduation Programme. Attendees included Mr. Sohrab Altaf (Associate Field Officer), Ms. Marjan Kasi (Assistant Project Control Officer), and Mr. Ashfaq Hussain (Livelihood and Economic Inclusion Focal Point – Peshawar) from UNHCR. From PPAF, Ms. Saadia Tariq (Project Manager), Mr. Sohaib Majeed (Manager Procurement), and Mr. Salman Rafique (Field Officer) participated in person, while MEAL, media & communication, finance, and gender specialists joined via Zoom. IDEA's Executive Director, Head of Programmes, MEAL Manager, Project Coordinator, and field staff from Upper Dir and Killa Saifullah attended physically, with additional members from Killa Saifullah joining online.

During the session, the PPAF programme team, along with specialists in finance, procurement, media & communication, gender & inclusion, and MIS, outlined PPAF's procedures and policies for effective programme implementation. A detailed work plan was developed in coordination with the IDEA team to streamline operations. PPAF assured full support and cooperation throughout the programme to ensure its successful delivery. Additionally, all programme-related queries were addressed comprehensively, facilitating a better understanding among participants.



2.4. IDENTIFICATION OF HOUSEHOLDS/BENEFICIARY SELECTION:

PPAF, through its partner organizations, implemented a systematic and criterion-based beneficiary selection process to ensure the inclusion of the most vulnerable and marginalized groups. This process was designed to be inclusive, participatory, and community-driven, reducing the risk of conflicts and grievances that could arise from unclear or biased selection criteria.

Before initiating the selection process, introductory meetings were held with refugee communities to introduce the project and its objectives. These meetings helped build trust and ensured that community members were well-informed about the selection criteria. To maintain transparency and promote local ownership, local authorities, community leaders, and representatives from Community Institutions (CIs) were actively engaged in the process.

The selection criteria focused on identifying ultra-poor and very poor households, with a special emphasis on marginalized groups such as female-headed households, the elderly, persons with

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disabilities, and youth. By following this structured approach, the process effectively identified eligible beneficiaries, strengthened community engagement and ownership, and minimized conflicts or grievances that might arise from an improperly executed selection process.

2.4.1. Participatory Wealth Ranking (PWR):

For the identification of potential beneficiaries, PPAF through its partner IDEA facilitated target communities to conduct participatory wealth ranking exercise. Purpose of the exercise was to identify different categories in the community as per their local identified indicators for the poor for further process. These categories include Very Poor, Poor, Average and Well-off persons. The Participatory Wealth Ranking (PWR) initiative was implemented in targeted districts of Khyber Pakhtunkhwa and Balochistan where the community actively contributed to the development of poverty indicators. These indicators were instrumental in classifying households into different economic categories, including ultra-poor, poor, middle-class, and well-off.



2.4.2. Poverty Score Card (PSC) Exercise

After the poverty wealth ranking, the exercise of Participatory Score Card (PSC) was conducted to identify the poorest households, allowing for tailored support in lifting them from their current poverty status through the provision of cash for productive assets and capacity-building training.

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Community consultations played a vital role in identifying households falling within specific poverty bands. For households identified as poor through PWR, economic information was collected through standard questionnaires, documented, and entered Partner's software for poverty scaling.

The PWRs covered all targeted camps, and door-to-door visits were conducted for the PSC. The gathered data were meticulously entered into the Management Information System (MIS), and the households falling within the 0-18 poverty scoring band were shared with UNHCR for PoR card verification. Livelihood Investment Plans (LIPs) were formulated for verified households, and Enterprise Development Trainings (EDT) were organized accordingly.

As of December 2024, a total of 2004 PSCs were conducted, UNHCR verified all the targeted 900 HHs for Khyber Pakhtunkhwa and Balochistan. 900 LIPs were developed, and EDT was provided to all selected HHs. After the conduction of EDTs, final list was shared with UNHCR for cash transfer.



2.4.3. Verification of PoR Cards from UNHCR

After conducting the poverty scorecard (PSC) survey and identifying households with PSC scores ranging from 0-18, the data was shared with the UNHCR office for verification and validation of Afghan Refugee PoR cards. A total of 2,004 PSCs were conducted in the targeted districts. Out of these, 1,353 households had PSC scores between 0-18. As suggested by UNHCR, a consolidated list was shared with UNHCR for all the districts. In Upper Dir, 111 households were identified with a PSC score of 0-18. UNHCR verified 111 HHs for Upper Dir and shared that 31 duplicate HHs will not be entertained. As another UNHCR funded project with SIF organization is also in process and these HHs are supported under the programme. After removing duplicates, 80 households were considered for further development of LIPs and EDTs. In Malakand, there were 420 households with a PSC score of 0-18, and after excluding duplicates and unverified households, 366 households were shortlisted for further LIPs and EDTs. In Killa Saifullah, 811 HHs were identified with a PSC score of 0-18 and a list of 659 HHs was shared with UNHCR and 637 HHs was verified. Total 637 HHs were verified while the target for the district was 450 households. To ensure transparency, criteria was developed and households with a PSC score of 0-10 were considered for further activities. The list of 450 HHs was finalized in consent with UNHCR. To compensate for the remaining four households required for the KPK, the adjustment was made in Balochistan with the approval of UNHCR.

2.5. FORMATION/STRENGTHENING OF COMMUNITY INSTITUTIONS

PPAF followed a model-neutral social mobilization approach that is contextualized with the social fabric and dynamics of every region and society by adhering to its core values like accountability, transparency, inclusion, participation, and stewardship. PPAF's working experience with Afghan Refugee communities both in Khyber Pakhtunkhwa and Balochistan has demonstrated that local community institutions in each refugee village play key role in local decision making. By engaging local shuras, formation of community institutions at sub-camp/hamlet level help in effective community outreach as well as ensure participation and inclusion of larger community members including vulnerable groups, youth and women in community consultations and decision-making process. The culturally customized social mobilization approach of PPAF helped to increase active engagement and participation of marginalized and vulnerable groups such as youth, women, and persons with disabilities in all the project activities.

After the orientation workshop, preliminary meetings were conducted with the refugee communities at all the targeted camps. The aim of these meetings was to initiate the social mobilization process to orient the target communities on the project activities and prepare the community for active participation in the project activities. The activities were planned to use an inclusive approach to process with particular focus on ensuring the participation of all the marginalized groups including women, youth and person with special needs, who were oriented on their important role in the project.

Coordination meetings were conducted with CAR office, community leaders and elders. PPAF sub-contractor partner revitalized/strengthened the already available Shura but the shura name was replaced with the Community Institution. Community institutions were strengthened for all the targeted camps i.e. Dhodba and Barawal camps in district Upper Dir, Zangal Patay camp in district Malakand and Malgagai camp in district Killa Saifullah. Each camp was divided into sectors, with one representative from each sector serving as a community representative. Additionally, each sector had a sector committee, consisting of three to four members, and collectively, all sector representatives formed the Community Institution. Election process was followed in all the community institutions for the selection of office bearers to ensure transparency.

PPAF focused on building the capacity of these community institutions in effective conflict resolution, networking, and communication skills, as well as instilling values and principles of equity—particularly gender equality, accountability, transparency, stewardship, inclusion, and participation. Additionally, similar capacity-building sessions were conducted at the refugee village level, creating an enabling ecosystem for the sustainable achievement of project outcomes.

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As of December 2024, a total of four community institutions (CIs) are formed in the targeted camps of Dodba, Barawal, Killa Saifullah and Zangal Patay camps. The detail of camp wise details is as under:

S.No	Name of Camp	No of CIs formed	Men membership	Women membership	Total
1	Barawal	1	29	30	59
2	Dodba	1	19	21	40
3	Malgagai	1	26	15	41
4	Zangal Patay	1	28	21	49
Grand Total		4	102	87	189



2.6. CAPACITY BUILDING OF COMMUNITY INSTITUTIONS

Capacity enhancement of Community Institutions (CIs) through CMST was a key activity outlined in the signed agreement. The training aimed to strengthen their capacities in problem identification, decision-making, and planning for developmental activities, utilizing local resources. Key members of Community Institutions (CIs) were trained in Community Management Skills Training (CMST), with a strong emphasis on gender equality. The objective of the training was to mobilize and strengthen community capacities, enabling members to identify key issues, prioritize their needs, and improve decision-making processes. The training enhanced the knowledge, skills, and capabilities of community members and office bearers in planning and managing development activities, as well as utilizing local resources. Additionally, the training empowered communities to break the cycle of poverty and gender

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discrimination by undertaking poverty reduction and income-generating activities tailored to their specific needs.

Trainers with expertise in Community Management Skills Training were hired by PPAF's sub-contracting partner IDEA to conduct the training by following a proper hiring process and the final evaluation was shared with UNHCR for feedback. However, the program was temporarily put on hold, and some trainers were later blacklisted due to poor performance in the previous phase. In a joint meeting between UNHCR, PPAF, and IDEA, it was agreed that trainers would be selected from the existing pool of qualified trainers keeping in view the time constraints. The entire recruitment process was documented and communicated to UNHCR for feedback and approval. After getting feedback from UNHCR, CMST schedule was shared for their record and participation. Afterwards, the training curriculum, schedule, and budget were reviewed by PPAF's program team and shared with UNHCR for feedback.

Total 8 events (4 men and 4 women) were conducted on community Management skills Training (CMST). It was two days events covering conceptual understanding of social mobilization, institutional development, monitoring mechanism, governance in community organization, skills and capacities development (project management and life skills), scheduling tasks, community needs assessment/prioritization, planning, village development plan, exploring resources for the development, awareness and information sharing on social issues like health, education, livelihood-related issues/solutions, role of host community, awareness on developing linkages, the aspect of sustainability, resource mobilization, leadership/motivational skills, basic bookkeeping, maintenance of community record keeping. In the recent change from asset transfer to cash transfer, the community was given awareness on the importance of cash transfer and its monitoring plan.

As per PPAF's guidelines, a detailed orientation session was conducted with the selected trainers before the CMST training. During this session, trainers were oriented on the project description, training objectives, and approved module contents. The session plan, training manual, and schedule were discussed in detail in consultation with PPAF and UNHCR. Trainers were informed about the purpose of the training and the specific needs of the targeted refugee camps. Following the orientation, trainers developed customized session plans and schedules to address the unique requirements of each refugee camp. They were assigned to designated locations, where they facilitated interactive training sessions for community members.

The CMST training sessions were closely monitored by IDEA's monitoring teams to ensure effective implementation. Additionally, PPAF's program team conducted field visits to targeted refugee villages during the training period. Their observations and valuable feedback were used to further refine and enhance the training program for future initiatives.

The below table shows that overall, 152 community members including office bearers and youth were trained (79 men and 73 women) under CMST course in the targeted camps. The table below shows the overall details of CMSTs:

District	Events	Men	Women	Total	Women %
Malakand	2	14	10	24	42%
Upper Dir	4	43	48	91	53%
Killa Saifullah	2	22	15	37	41%
Total	8	79	73	152	48%

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2.7. DEVELOPMENT OF VILLAGE DEVELOPMENT PLANS (VDPS)

One of the key outcomes of the social mobilization process is the formation of Village Development Plans (VDPs) using a participatory approach that actively involves community members. These plans help assess integrated needs, ensure the participation of women and youth, and empower communities to take a leadership role in their overall development. They also facilitate linkages, leverage resources, and strengthen networking with other development components and local line departments for effective service delivery.

The selection of interventions in VDPs is based on the needs identified and prioritized in community-based planning. To ensure inclusion and active participation of all community segments, local institutions were guided through the development of VDPs using Participatory Rapid Appraisal (PRA) tools. These plans serve as essential instruments for social mobilization and empowerment, engaging target beneficiaries in their own development planning and implementation. Village development plans were developed by using different tools used i.e. transect walk, seasonal and cropping calendar, daily activity chart, social mapping, focus group discussions, semi structure interviews, participatory well-being ranking, resource and hazards mapping, problem identification and VENN diagram.

Through transect walks and community gatherings, villagers identified and prioritized their socio-economic needs, documented available resources, and developed structured VDPs for effective short-, medium-, and long-term utilization. These plans focused on the physical, social, economic, and

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livelihood aspects of refugee villages, forming a strong foundation for advocacy with local government institutions, donors, and NGOs to secure support for project implementation.

The VDPs were developed with the active involvement of community members, representatives from the Commissionerate for Afghan Refugees (CAR), and civil society organizations working in the targeted camps. Pre-VDP consultative meetings were conducted with male and female stakeholders, successfully ensuring the participation of children and religious leaders. Community members received orientation on the importance and methodology of VDPs and PRA tools to develop comprehensive and actionable plans.

Due to cultural constraints, separate exercises were conducted for women to include their needs and priorities. The final findings, incorporating women's perspectives, were shared and integrated into the VDPs. Each plan included detailed maps, stakeholder information, identified needs, project summaries, and proposed budgets. A total of four VDPs were developed; two in Upper Dir, one in Malakand and one in Killa Saifullah.



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The PPAF programme team, in collaboration with its sub-partner IDEA, reviewed and finalized the VDPs, incorporating necessary revisions. To foster synergies and linkage development, the finalized VDPs were shared with the Commissionerate for Afghan Refugees in Balochistan and Khyber Pakhtunkhwa, enabling further facilitation for Afghan communities. CAR will further disseminate among relevant stakeholders to strengthen coordination, resource mobilization, and collaborative efforts for sustainable development. Given the extensive community engagement in their formulation, these plans serve as a strategic tool for aligning development initiatives with local needs and priorities. The scanned copy of correspondence is attached below:

 IDEA INITIATIVE FOR DEVELOPMENT & EMPOWERMENT AXIS Registration No. 2172 The Commissioner Afghan Refugees, Plot No. 6, Sector B-1, Office Enclave, Phase-5, Hayatabad, Peshawar, Khyber Pakhtunkhwa, Pakistan <i>Handwritten signature and date</i> 30/1/25 Subject: <u>Submission of Village Development Plans for Future Interventions</u> Dear Sir, I hope this letter finds you in good health. I am writing to share with you the Village Develop Plans developed under the Poverty Graduation Program for Afghan Refugees. This program is funded by the United Nations High Commissioner for Refugees (UNHCR), led by the Pakistan Poverty Alleviation Fund (PPAF), and is being implemented by the Initiative for Development and Empowerment Axis (IDEA). Under the program, we have developed comprehensive Village Development Plans through a detailed and systematic process for the Barawal Camp, Dodba Camp, and Zangal Patai Camp. This process involved active participation from the local stakeholders, ensuring the inclusion of community perspectives and the identification of key needs for sustainable development. The Commissionerate for Afghan Refugees being the custodian of refugees in Pakistan, we believe that the integration of these plans into future interventions will significantly benefit the targeted areas. The identified needs within these plans have been prioritized, and we kindly request that these priorities be considered in future interventions within the respective villages and surrounding areas. We are very confident that implementing these Village Development Plans will bring a positive change and improve the livelihood of Afghan refugees and host communities alike. We would be grateful for your support in prioritizing these needs and ensuring their inclusion in upcoming interventions. Please do not hesitate to contact us for any further information or clarification regarding the plans. We look forward to your kind consideration and support. Thank you for your time and support. Sincerely, <i>Handwritten signature</i> Muhammad Amad Executive Director - IDEA Registered under the Voluntary Social Welfare (Registration and Control) Ordinance 1961 House No. 2, Street No. 1, Palosai Road, Near Peshawar Zoo, Rahat Abad, Peshawar Ph: +92-91-5610110 +92-91-5610144 Fax: +92-91-5610144 info@idea.org.pk www.idea.org.pk	 IDEA INITIATIVE FOR DEVELOPMENT & EMPOWERMENT AXIS Registration No. 2172 The Commissioner Afghan Refugees, 99 B Airport Rd, Chaman Housing Scheme, Quetta, Baluchistan, Pakistan Subject: <u>Submission of Village Development Plan for Future Interventions</u> Dear Sir, I hope this letter finds you in good health. I am writing to share with you the Village Develop Plan developed under the Poverty Graduation Program for Afghan Refugees. This program is funded by the United Nations High Commissioner for Refugees (UNHCR), led by the Pakistan Poverty Alleviation Fund (PPAF), and is being implemented by the Initiative for Development and Empowerment Axis (IDEA). Under the program, we have developed comprehensive Village Development Plan through a detailed and systematic process for the Malgagi camp. This process involved active participation from the local stakeholders, ensuring the inclusion of community perspectives and the identification of key needs for sustainable development. The Commissionerate for Afghan Refugees being the custodian of refugees in Pakistan, we believe that the integration of this plan into future interventions will significantly benefit the targeted area. The identified needs within this plan have been prioritized, and we kindly request that these priorities be considered in future interventions within the respective village and surrounding areas. We are very confident that implementing this Village Development Plan will bring a positive change and improve the livelihood of Afghan refugees and host communities alike. We would be grateful for your support in prioritizing these needs and ensuring their inclusion in upcoming interventions. Please do not hesitate to contact us for any further information or clarification regarding the plan. We look forward to your kind consideration and support. Thank you for your time and support. Sincerely, <i>Handwritten signature</i> Muhammad Amad Executive Director - IDEA Registered under the Voluntary Social Welfare (Registration and Control) Ordinance 1961 House No. 2, Street No. 1, Palosai Road, Near Peshawar Zoo, Rahat Abad, Peshawar Ph: +92-91-5610110 +92-91-5610144 Fax: +92-91-5610144 info@idea.org.pk www.idea.org.pk
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2.8. AWARENESS SESSION ON GENDER/ PSEA/ CROSS CUTTING THEMES

PPAF adopted and applied UNHCR's Sexual and Gender Based Violence standard operating procedures to deliver the project and prevent any unintended effects and will embed the process within the Project Monitoring and Reporting Mechanism.

Awareness sessions on gender, PSEA and cross cutting themes is one of the activities as per signed agreement. The primary purpose of the awareness session is to educate Afghan refugees about gender equality, prevention of Sexual Exploitation and Abuse (PSEA), and other cross-cutting themes to foster a safe, inclusive, and respectful environment for all community members. It aimed to aware refugees about mitigating risk regarding health and environment. Awareness raising sessions on PSEA aim to promote understanding, awareness, and engagement on the critical topics i.e. Gender, PSEA, basic definitions of gender, PSEA, SEA as per UN and cross cutting themes coupled with health and hygiene and climate change/environmental issues within the refugee community.

One day training was conducted by UNHCR for staff of PPAF and its sub partner IDEA. After the training, the material was shared by UNHCR focal point on gender and PSEA. The material on gender, PSEA and cross cutting theme was shared by PPAF programme unit in close coordination with UNHCR. The PPAF programme and training team coordinated with the UNHCR gender team at head and after incorporation of PPAF's ideas, shared the material with the IDEA staff for further conduction of trainings at community level. The session was facilitated by the IDEA internal resource Gender, Protection & PSEA Lead. who was trained at the training.

Total 12 awareness session were conducted in all the targeted refugee camps of Khyber Pakhtunkhwa and Balochistan. Separate sessions were conducted for men and women in which total 327 (174 men and 153 women) participants were facilitated. It was a day session long session covering the topics of gender, gender equality and its importance, gender-based violence, PSEA (Prevention of Sexual Exploitation and Abuse), Sexual Exploitation, Sexual abuse, Sexual Harassment, inclusive community, rights and responsibilities etc. The awareness session was designed and kept interactive and participatory to ensure active engagement and knowledge exchange. The groups work/discussion, interaction and role plays was added to encourage the participants to share their understanding and point of view openly and to further polish their presentation as well communication skills in an organized manner.

These sessions provided basic knowledge regarding protection and gender equality, equity and its importance for the refugees' community social and economic development. The participants were also sensitized on basic health and hygiene, gender, PSEA, climate change and environmental compliance. Women were sensitized on their basic role for education and responsibilities in creating cohesive environment amongst the camps communities. It was the first ever such like opportunity that refugees in the camp were provided with information on PSEA, genders, gender equality as well as on climate change and social cohesion. The material on the UN complaint mechanism and referral forms was also shared with the participants and IEC material distributed among all the project beneficiaries. Awareness raising sessions were conducted in Dhodba & Barwal camp of Upper Dir, Zangal Patay camp of Malakand and Malgagai camp of Killa Saifullah.

The sessions were designed to sensitize the refugee community, especially the youth towards proactive measures and action to make sure gender-based equality and to develop a sense regarding PSEA within the camp. Furthermore, the community was sensitized to climate sensitive and adaptation practices which can take place within the camps. Women were sensitized on their basic role for education and responsibilities in creating cohesive environment amongst the camps communities. These sessions provided basic knowledge regarding protection and gender equality and its importance for the refugees' community social and economic development.

For monitoring and technical back stopping, PPAF programme team participated in the awareness sessions in Dhodba and Barawal camps at Upper Dir and provided inputs for improvement in sessions at other two camps.

Details of the awareness sessions are as follows:

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District	No of Events	Men	Women	Total	Women %
Malakand	4	49	61	110	55%
Upper Dir	4	57	65	122	53%
Killa Saifullah	4	47	48	95	51%
Total	12	153	174	327	53%

2.8. LIVELIHOOD INVESTMENT PLANS (LIPs)

After the verification of PORs of Afghan Refugees by UNHCR, the livelihood investment plans were developed with the final selected households. The Livelihood Investment Plan (LIP) is a comprehensive

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socio-economic profiling tool designed to assess the demographic details, education, skills, income, expenses, assets, and liabilities of a household, with a special focus on women and youth. Three steps approach was followed for LIP development, to ensure household engagement, market awareness, and long-term visioning for sustainable economic empowerment. As the first step, a brief introduction of the programme and purpose of LIP development exercise was discussed with the household. At the second stage, orientation of the households (in a group of 10-20 to save time) on different livelihood opportunities available in their village/UC, existing and potential markets was conducted to help the target households to pursue the livelihood options. Afterwards, the market assessments and economic profiling of the district were prepared and shared with the group as finalized during the development of VDPs and discussions carried out on how households could potentially contribute and benefit from key economically productive activities. At the third stage, the visioning exercise was conducted with the household. All the members of the household took part in the exercise. Households were facilitated to think through how their circumstances can improve and where they see themselves in five years.

By the end of this structured LIP process, households gain a clear understanding of available livelihood options, the market landscape, and a roadmap for achieving long-term economic resilience. The final beneficiary and the final trade of the household for their income generation was also finalized during the development of LIP. After the development of LIPs, each beneficiary was provided with an extensive three-day training on enterprise development and basic financial and function literacy. Total 900 LIPs were developed in Khyber Pakhtunkhwa and Balochistan.

2.10. TRAINING ON ENTERPRISE DEVELOPMENT, BUSINESS MANAGEMENT AND BASIC FINANCIAL AND FUNCTIONAL LITERACY

One of the major objectives of Poverty Graduation Programme is to build the capacity of targeted Afghan Refugees on Enterprise development to increase their income with proper skills enhancement, record keeping and planning for mentioned in different trades. It was step forward toward sustainability of project.

Enterprise Development Training aims to equip individuals and organizations with the knowledge, skills, and tools necessary to foster sustainable growth and success. The primary objective of this training is to enhance participants, understanding of business fundamentals such as market analysis, financial management, and strategic planning while also promoting innovation and entrepreneurship. The purpose is that each of the participants learn to identify and capitalize on emerging opportunities develop effective leadership and management capabilities and building strong networks and collaboration within the Afghan refugees living in different targeted camps in Khyber Pakhtunkhwa and Balochistan. The enterprise development training seeks to empower communities with enabling businesses changing their economic conditions to contribute to overall prosperity and to uplift their own economic conditions.

To accomplish the best possible results, the Enterprise Development Training (EDT) sessions were delivered in Pashto in a very detailed manner keeping in view language and literacy constraints. Trainers were instructed to employ participatory methods such as experiential activities, stories, role-plays, one-on-one coaching, mentoring, the use of visuals and practical group work to facilitate learning. The sessions started with the verses from the Holy Quran. The participants were given responsive time to introduce themselves and experiences. The sessions consisted of lecturers, collaborative methods between the participants, discourse sessions, interesting group activities and question and answer sessions.

With the technical support of PPAF, IDEA developed the EDT training material and finalized it jointly. The training manual was shared with UNHCR for feedback. After getting feedback from UNHCR, the detail schedule was prepared and timely shared with UNHCR for their participation. EDT banners and related visibility material were designed and get vetted by the PPAF media team and finalized.

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After the process of material development, the EDTs were conducted in the targeted camps. Total 35 events were conducted; 15 in district Malakand, 3 in district Upper Dir and 17 in district Killa Saifullah. Due to cultural constraints, separate sessions were conducted for men and women. Sub implementing partner was asked to encourage more women beneficiaries for their meaningful participation. Total 446 beneficiaries (273 men and 173 women) were trained in district Malakand and Upper Dir of Khyber Pakhtunkhwa and 454 beneficiaries (215 men and 239 women) were trained in district Killa Saifullah.

To review the quality of training and providing timely feedback, PPAF team visited the maximum EDT trainings in district Upper Dir and Malakand. Visit was planned for district Killa Saifullah but couldn't be done due to security issues. PPAF team closely monitored the training delivery, observing both the quality of facilitation and the participants level of interest and engagement. PPAF programmes team provided technical feedback which was incorporated in the next trainings.

District and gender-wise training beneficiaries are given in the figure below:

District	No of Events	Men	Women	Total	Women %
Malakand	15	229	137	366	37%
Upper Dir	3	44	36	80	45%
Killa Saifullah	17	215	239	454	53%
Total	35	488	412	900	46%



2.11. START-UP SUPPORT AND ENTREPRENEURSHIP SKILL TRAINING IN NATIONAL INCUBATION CENTRES FOR DAFI SCHOLARS

DAFI is a UNHCR scholarship programme funded by the Government of Germany, is available to Afghan refugee youth enrolled in Higher Education Commission (HEC) recognised institutions in Pakistan. The training, spanning 3-4 months, beginning from September 2024, enhanced the skills of refugee youth in problem identification and solution, resource management, and entrepreneurship, paving the way for business launch and job creation.

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PPAF initiated a Startup Support and Entrepreneurship Skills training during the last phase as a pilot initiative which was appreciated by UNHCR Deputy Country Representative Tammy Sharp. Under the activity 25 DAFI scholars, including 10 participants from refugee camps graduated from National Science and Technology Park, NUST Islamabad.

Selection of DAFI scholars for the Entrepreneurship skill training: For the selection of DAFI scholars, advertisement was made on BrightSpyre twice. The first advertisement on in May 2024 received 122 applications (114 from KP, 8 from Balochistan, and none from Islamabad). Due to insufficient applications from Balochistan and Islamabad, a second advertisement was made in June 2024 resulted in 5 additional applicants (4 from Balochistan and 1 from Islamabad). With support of the UNHCR, PPAF received a certified list from Inspire Pakistan of 35 additional DAFI graduates (22 from Balochistan and 13 from Islamabad), making a total of 115 certified DAFI scholars (70 from KP, 33 from Balochistan, and 13 from Islamabad). To meet Islamabad's requirements, students from KP and Balochistan were considered. List was shared with UNHCR for POR verification. After UNHCR verification, interviews and evaluations were conducted in coordination with UNHCR and the selected institutes. UNHCR district team participated in the interviews at Peshawar.

Selection of institutes for Entrepreneurship Skill Training at Islamabad, Peshawar and Quetta:

With the technical guidance of PPAF, implementing partner IDEA prepared the TORs and launched Request for Proposal in Islamabad, Quetta, and Peshawar. 12 proposals were received and evaluated based on the agreed criteria. The final selections are 1) NSTP-NUST for Islamabad and Quetta, and 2) Institute of Management Sciences (IM/Sciences) for Peshawar. The budget quoted by NSTP-NUST and IM Sciences exceeds the agreed amount in the signed PFA. IDEA was advised to negotiate with both institutes to align their budgets with the approved Lot-wise budget. IM Sciences agreed to lower their rate to PKR 30 million, while NSTP-NUST did not agree to the initial rates and quoted significantly higher than the agreed amount of PKR 30 million per district. The matter was shared with UNHCR for their feedback. The program was temporarily put on hold by UNHCR in July 2024.

A detailed meeting was held on August 15, 2024, between UNHCR, PPAF, and IDEA to discuss the revised work plan for the remaining period. The complete RFP process, including the evaluation sheet, report, and winning proposals, was shared with UNHCR for feedback. UNHCR advised reaching out to technically qualified bidders and conducting a secondary bidding process, requesting only financial quotes for the revised four-month timeline. As advised by UNHCR, PPAF and IDEA team reached out to all the institutes that were technically qualified, asking them to resubmit their financial proposals as the activity is squeezed to 4 months. The revised financial proposals were thoroughly evaluated by the committee and based on the evaluation results, the Institute of Management Sciences is being selected for the Peshawar region, while NSTP-NUST is selected for Islamabad and Quetta due to their high scores in both the technical and financial evaluations. The revised evaluation sheet and supporting documents were shared with UNHCR and received their approval for further processing.

Training of DAFI scholars at National Incubation centres:

Under the current phase of the programme, 90 DAFI scholars were trained via a 4-month training course on Entrepreneurship skill trainings at National Incubation centres at Islamabad, Peshawar and Quetta. After following a thorough selection process, 90 students were selected for further training of 4 months at NSTP-NUST Islamabad & Quetta and Institute of Management Sciences at Peshawar. The students were enrolled and were engaged in incubation training. The training comprised of specialized training in enterprise development skills, which cover the key contents like how to register and run the enterprise, inventory/record keeping, financial management, marketing skills etc. it included the special career counselling sessions. The training enhances their ability in opportunity recognition, commercializing a concept, managing resources, and initiating a business venture. The support included entrepreneurship skills training, start-up grant, and exposure visits of refugee youth, particularly the

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DAFI Scholars to leverage the exiting DAFI scholars programme of UNHCR and promote self-reliance of youth Afghan refugees. Their academic qualification topped by start-up support will facilitate integration into local market and later add value to reconstruction and redevelopment in Afghanistan.

In the selected business institutes, the participants underwent a comprehensive four-month entrepreneurial training program. The onboarding process involved screening and evaluation, with successful candidates provided accommodation and internet access. The orientation day included team-building activities, setting the stage for a transformative journey. Over the following months, diverse training sessions covered foundational courses, communication skills, pitch presentations, customer discovery, and various aspects of entrepreneurship.

As part of the training program, students participated in a series of comprehensive sessions covering essential aspects of startup development and business management. The sessions included foundation course, idea validation, business model canvas, branding digital marketing, startup finance, green tech, entrepreneurship, team building, hiring, and onboarding, market research for startups, product design 101, accounting for start-ups, video animation & editing in the world of digital marketing, social media marketing & content creation for startups, lean methodology, 21st century skills for startups, data analytics, growth hacking, freelancing mastery: scale, team, and b2b growth, legal issues and taxation for startups, crafting startup brands with creative design, photo virtuoso, financial modelling workshop, communication strategies and stakeholders mapping workshop, promoting diversity, inclusion, equity across sectors: a roadmap to sustainable growth.

These sessions provided students with in-depth knowledge on launching and managing startups, equipping them with essential skills in business strategy, financial planning, and digital marketing. The training concluded with a pitching session, where students presented their business ideas to a panel of industry experts. The experts provided valuable insights and guidance, helping students refine their strategies for successful business management.

Inauguration ceremonies were conducted at Peshawar, Islamabad and Quetta. The detailed plans were shared with UNHCR team for their information and participation. PPAF and IDEA team conducted visits to the institute for progress update and participation in the inauguration and graduation ceremonies along with the UNHCR team. For monitoring purpose, UNHCR and PPAF team conducted a joint monitoring visit to IMSciences, Peshawar from 30-31 December 2024 to attend the pitching presentations and graduation ceremony of DAFI scholars under the activity of Start-up support and entrepreneurship skill trainings. On 30 December 2024, a Grand Pitch Session was held as the final step before the graduation ceremony. On 31 December 2024, graduation ceremony was held for the DAFI scholars.

The graduation ceremony at Peshawar was graced by the presence of notables, including Mr. Shakeel Safi, Commissioner for Afghan Refugees Khyber Pakhtunkhwa, Mr. Arshad Rashid, Chief Programmes, Pakistan Poverty Alleviation Fund, Ms. Saadia Tariq, Project Manager (PPAF), Mr. Muhammad Riaz Livelihood and Economic Inclusion Officer UNHCR, Mr. Sohrab Altaf Field Associate UNHCR, and Mr. Muhammad Amad, Executive Director IDEA and, Dr. Usman Ghani, Director IMSciences. Distinguished speakers and stakeholders highlighted the program's significance in fostering self-reliance, resilience, and livelihoods for Afghan Refugee in Pakistan.

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Similarly, graduation ceremonies were held at National Science and Technology Park- NUST at Islamabad and Quetta campuses. On 19 December 2024, the National Science and Technology Park- NSTP hosted a formal graduation ceremony for the entrepreneurship skill training program aimed at empowering Afghan refugees. The event was attended by key figures, including Mr. Rana Mashood- Chairman Prime Minister Youth Programme Government of Pakistan; Mr. Nadir Gul Barech- Chief Executive Officer PPAF, Mr. Abdul Ahad, livelihood and economic inclusion officer-UNHCR, Ms.

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Mahwish-UNHCR, Mr. Abdul Rehman, Chief HR, Procurement & Administration; Dr. Abdul Rehman Khan-Project Director PMU-PRRLS-B, Ms. Saadia Tariq, Project Manager PPAF; Muhammad Amad, Executive Director IDEA; Najeeb Ullah, Director Programmes IDEA; Professor Dr. Muqhees Ahmed-Dean NSTP Quetta; Emad Ahmed Director NSTP. Additionally, the ceremony was attended by NSTP faculty members, PPAF sector specialists, DAFI scholars/students and other distinguished stakeholders. The speakers emphasized the significance of empowering Afghan refugees through skill development, entrepreneurial education, and practical training, applauding the scholars for their dedication and achievements.



On 1 January 2025, graduation ceremony was held on 1 January 2025 celebrating the achievements of 30 Afghan refugee graduates. The ceremony was graced by the presence of notables, including Mr. Sohail Sajid Country Head, Turkish Aerospace Industries, Dr. Usman Hassan Pro Rector Academics, NUST, Mr. Arshad Rashid, Chief Programmes, Pakistan Poverty Alleviation Fund, Ms. Saadia Tariq, Project Manager (PPAF), Mr. Muhammad Riaz Livelihood and Economic Inclusion Officer UNHCR, and Mr. Muhammad Amad, Executive Director IDEA. Distinguished speakers and stakeholders highlighted the program's significance in fostering self-reliance, resilience, and livelihoods for Afghan Refugee in Pakistan.



Graduation Ceremonies for the Startup Support and Entrepreneurship Skills training was a significant event that marked the successful completion of the program and the beginning of the graduates' entrepreneurial journeys. The combination of training, expert feedback from the Grand Pitch Session, and the support from UNHCR, PPAF, IDEA, IMsciences, NSTP NUST created a solid foundation for the students to pursue their business ventures. With the certificates, seed capital, and knowledge gained,

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the graduates are now poised to make meaningful contributions to their communities and the local economy.

District and gender wise details is mentioned as below:

District	Men	Women	Total
Quetta	21	9	30
Islamabad	28	2	30
Peshawar	26	4	30
Total	75	15	90

3. AMENDMENTS OR CHANGES

The project initially aimed to target 900 households from Upper Dir and Malakand (Khyber Pakhtunkhwa) and Killa Saifullah (Balochistan). This target was set out in the original PPA signed between UNHCR and PPAF in January 2024 amounting PKR 272.37 The PFA includes the enterprise development trainings and transfer of productive assets to 900 beneficiaries.

In late October 2024, the project framework was revised and instead of productive asset transfer, it was decided that cash will be transferred directly by UNHCR service provider. Due to exclusion of cost of productive assets from the PFA, the project budget decreases to PKR 142.06 from PKR 272.37 million.

As a result, the PPA was also revised accordingly. The targets were revised with a decrease in overall cost. Initially, the project was planned for district Upper Dir, Killa Saifullah, Quetta, Peshawar and Islamabad, but it was later expanded to include District Malakand in Khyber Pakhtunkhwa with consent and approval of UNHCR due to non-availability of target households in District Upper Dir as per set targets.

The below table shows the initial planned versus revised targets, along-with the decrease in the allocated amounts under different programme activities:

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Sr.	Program Activities	UoM	Initial Targets	Revised Targets	Increase	Original Budget (PKR)	Revised Budget (PKR)	Increase (PKR)
1	Formation/ Strengthening of Community Institutions	No	2	4	2	80,000	160,000	80,000
2	Capacity Building of CBOs through CMSTs	Event	4	8	4	180,000	360,000	180,000
3	Village Development Plans	No	2	4	2	80,000	160,000	80,000
4	Baseline-Identification of HHs- PWR and PSC to Identify Poor HHs For Targeting	HHs	2,000	2,000	-	1,000,000	1,000,000	-
5	Awareness Sessions on gender, PSEA and cross cutting themes	No	6	12	6	288,000	576,000	288,000
6	Poverty Graduation-Enterprise Development Training and Financial literacy	Pax	900	900	-	6,300,000	6,300,000	-
7	Provision of Productive Assets	No	900	-	(900)	126,000,000	-	(126,000,000)
8	Start up support and entrepreneurship skill training for DAFI scholars	Pax	90	90	-	90,000,000	90,000,000	-
Sub-Total Program Cost						223,928,000	98,556,000	(125,372,000)
Operational Cost								
1	Sub-Contractor Operational Cost	PKR				28,216,000	28,216,000	-
2	PPAF Operational Cost	PKR				9,759,120	9,759,120	-
3	PPAF Integrity Cost	PKR				10,476,125	5,461,245	(5,014,880)
Sub-Total Operational Cost		PKR				48,451,245	43,436,365	(5,014,880)
Grand Total		PKR				272,379,245	141,992,365¹	(130,386,880)

¹ As per the budget sheet shared by UNHCR, amount is PKR 141,992,365 and the amount as per project framework agreement is PKR 142,061,617.

4. EXIT STRATEGY AND SUSTAINABILITY

To ensure the successful completion and long-term sustainability of the PGP, a comprehensive sustainability strategy was integrated from the project's inception. Clearly defined roles and responsibilities were assigned to project management staff and implementing partners, ensuring that all deliverables were met within the allocated timelines and budget. To mitigate potential operational and security challenges, necessary NOCs and permissions/ approvals were obtained before implementation, while local stakeholders, including community leaders, host communities, district administration, and the CAR office, were continuously engaged throughout the process.

A robust monitoring and oversight mechanism was established, with regular backstopping, implementation support visits, and financial reviews conducted by PPAF to ensure the efficient utilisation of resources and prevent delays. Any deviations from planned activities were promptly addressed through corrective action plans, allowing for timely course corrections. Close coordination with UNHCR's Country Office in Islamabad and its Sub-Offices in Peshawar and Quetta further ensured alignment with the Project Partnership Agreement, with regular updates and consultations facilitating smooth implementation.

To uphold transparency and accountability, a community complaint mechanism was introduced, enabling beneficiaries to report grievances, which were actively addressed by PPAF and IDEA. Additionally, Village Development Plans (VDPs) were developed and shared with the CAR office to facilitate further integration into regional planning efforts.

At the core of the project was a commitment to institutional and economic sustainability, ensuring that refugee households could transition towards self-reliance with minimal dependence on external aid. Community institutions played an active role throughout, strengthening local ownership and fostering long-term impact. Beneficiaries were continuously tracked by PPAF and partner organisations, receiving ongoing guidance and support to help sustain their progress.

Capacity-building remained a critical component of the project, with enterprise development, community management training, gender awareness, PSEA, and entrepreneurship skill training equipping participants with the necessary skills to establish and sustain their businesses. As a result, beneficiaries gained confidence and resilience, developing a clear understanding of business initiation, financial management, and record-keeping, ultimately enhancing their long-term economic stability.

5. LESSONS LEARNED

Effective coordination among partners and stakeholders is crucial for successful project implementation, ensuring timely decision-making and the efficient escalation of issues to relevant authorities. Establishing a working group of partners can enhance the financial inclusion of Afghan refugees, particularly by facilitating access to financial services and business registration. To achieve greater impact, policy-level interventions by UNHCR and other key stakeholders should be prioritised to create an enabling environment for refugee livelihoods.

Strong information and documentation management are essential for ensuring accountability, transparency, and visibility, which in turn help mobilise resources and strengthen donor confidence. The project's well-structured and adaptable design allowed for effective engagement with local communities, ensuring that each activity was planned, initiated, and executed in collaboration with beneficiaries. A rigorous beneficiary identification and verification process further reinforced inclusivity and transparency, ensuring that support reached the most vulnerable.

For future interventions, it is critical to align project targets with implementation timelines. In this project, the delay in cash transfers beyond the project duration may have affected the timely launch of enterprises. While beneficiaries received training in enterprise development, cash management, and financial literacy, the lack of immediate financial support limited their ability to apply the acquired knowledge effectively. This delay not only hindered business establishment but also risked frustration and disengagement, potentially undermining trust in the program and affecting its long-term sustainability. To maximize impact, future programs should ensure that financial disbursements are synchronized with training completion, enabling beneficiaries to capitalise on their skills and transition smoothly into self-reliance

6. COORDINATION

PPAF ensured strong coordination with UNHCR through regular meetings, joint field visits, and structured communication channels. Monthly progress updates were systematically shared via email, while dedicated progress review meetings were held to assess implementation, address challenges, and refine strategies.

To enhance project oversight, PPAF's programme, audit, and MEAL teams conducted regular field visits, providing monitoring and implementation support. These visits facilitated timely issue resolution, adaptive management, and improved operational efficiency. A key factor in the project's success was early and sustained engagement with all stakeholders. PPAF and its subcontracting partner actively involved UNHCR, IDEA, CAR, local authorities, civil society organisations, and communities from the outset. This participatory approach fostered strong stakeholder ownership, enabling the project to achieve its targets within the set timeframe.

Furthermore, regular field consultations with communities strengthened local engagement and accountability. PPAF's subcontracting partner, IDEA, established a robust coordination system, ensuring effective communication between the community, CAR, donors, and key stakeholders. This proactive and inclusive approach enhanced project efficiency, increased transparency, and reinforced long-term sustainability, making coordination a key pillar of successful implementation.

7. PARTNERS/THIRD PARTIES

After signing the Project Partnership Agreement (PPA) between PPAF and the UNHCR on 8 January 2024, IDEA has been selected by the PPAF Board of Directors for the implementation of PGP Phase V in the selected regions. The detailed concept note has been prepared, reviewed, and subsequently approved by the Grant Management Committee (GMC). The GMC, consisting of PPAF's senior management including the Chief Programmes Officer, Chief Financial Officer, Chief HR, Admin and Procurement, Company Secretary, and the Chief Executive Officer, has endorsed and approved the concept note. Subsequently, the concept note was presented to the Board's Executive Strategy and Design Committee (ESDC), comprising representatives from the Ministry of Finance, Ministry of Economic Affairs Division, Ministry of PASS, representing the Government of Pakistan. The ESDC has granted approval, thereby selecting IDEA for the execution of the current phase of the Poverty Graduation Programme.

Considering the exigent/short timeframe and the nature of activities involved, IDEA emerges as the ideal choice. Having served as an existing implementing partner of PPAF, IDEA has successfully executed the preceding three phases of the Poverty Graduation Programme, showcasing its proficiency in implementing poverty graduation projects. Notably, IDEA's performance during Phase-IV in the targeted districts of Balochistan, Khyber Pakhtunkhwa, and Islamabad underscores its capability to deliver within defined timelines and achieve project objectives. Internal Audit unit of PPAF has monitored the last three phases of IDEA and submitted the detailed report to BOD. As internal audit is reporting independently to Board of Directors of PPAF.

Working with local partners is better in terms of mobility and cost effectiveness as these partners are already implementing projects funded by other donors in the same or nearby areas. They have strong linkages with the stakeholders of the area and face fewer issues while working in the field/ project area.

8. BRANDING AND VISIBILITY

Media Converge of Major Interventions of the Current Phase

1. Capacity Building of Community Organisations (COs) through 08 CMSTs:

- **Visibility on PPAF Social Media Platforms:**
[CMST at Zangal Patay Camp-Facebook-PPAF](#)
[CMST at Malgagai Camp-Instagram-PPAF](#)
- **Visibility on IDEA Social Media Pages:**
[CMST at Zangal Patay Camp-Facebook- IDEA](#)
[CMST of Female Beneficiary at Barawal and Dodba Camps-Facebook-IDEA](#)
[CMST of Male Beneficiary at Barawal and Dodba Camps-Facebook-IDEA](#)

2. 04 Village Development Plans (VDPs):

- **Visibility on PPAF Social Media Platforms:**
[VDP for Barawal Camp-Facebook-PPAF](#)
- **Visibility on IDEA Social Media Pages:**
[VDP for Malgagai camp-Facebook IDEA](#)
[VDP for Zangal Patay Camp-Facebook-IDEA](#)

3. 12 Awareness session on Gender/ PSEA/ Cross Cutting Themes:

- **Visibility on PPAF Social Media Platforms:**
[Awareness sessions for Female beneficiary at Dodba and Barawal Camps-Facebook-PPAF](#)
[Awareness sessions for Female beneficiary at Dodba and Barawal Camps- LinkedIn-PPAF](#)
- **Visibility on IDEA Social Media Pages:**
[Awareness sessions in Upper Dir-Facebook-IDEA](#)
[Awareness sessions at Zangal Patay Camp-Facebook-IDEA](#)

4. Poverty Graduation-Enterprise Development Training and Financial Literacy and Bank Account Opening:

- **Visibility on PPAF Social Media Platforms:**
[EDT at Barawal and Dodba Camp- Facebook-PPAF](#)
[EDT at Zangal Patay Camp- Facebook-PPAF](#)

➤ **Visibility on IDEA Social Media Pages:**

[EDT at Malgagai Camp-Facebook-IDEA](#)

5. Start-up Support and Entrepreneurship Skill Training in National Incubation Centre's for DAFI Scholars:

❖ **Visibility on PPAF Social Media Platforms:**

[Dafi Scholar Mr. Ruhullah-LinkedIn-PPAF](#)
[Dafi Scholar Mr. Ruhullah-Facebook-PPAF](#)
[Dafi scholar Mr. Ruhullah-Instagram-PPAF](#)
[Dafi Scholars testimonials-Instagram-PPAF](#)
[Dafi Scholars testimonials-LinkedIn-PPAF](#)
[Dafi Scholar Mr. Zia Uddin- LinkedIn-PPAF](#)

[UNHCR Graduation Ceremony at NSTP-NUST, Islamabad -PPAF Facebook](#)
[UNHCR Graduation Ceremony at NSTP-NUST, Islamabad -PPAF LinkedIn](#)
[UNHCR Graduation Ceremony at NSTP-NUST, Islamabad-PPAF Instagram](#)
[UNHCR Graduation Ceremony at NSTP-NUST, Quetta-PPAF Facebook](#)
[UNHCR Graduation Ceremony at NSTP-NUST, Quetta-PPAF LinkedIn](#)
[UNHCR Graduation Ceremony at IMSciences, Peshawar-PPAF Facebook](#)
[UNHCR Graduation Ceremony at IMSciences, Peshawar-PPAF LinkedIn](#)
[UNHCR Graduation Ceremony at IMSciences, Peshawar-PPAF Instagram](#)

❖ **Visibility on IM Sciences and NSTP-NUST Social Media sites**

[Technical training on digital marketing and & Analytics-Instagram-NSTP-NUST-Islamabad](#)
[Four Day Entrepreneurial Workshop-Instagram-NSTP-NUST-Balochistan](#)
[November activities-Instagram-NSTP-NUST-Islamabad](#)
[UNHCR Graduation Ceremony at NSTP-NUST, Islamabad -NSTP Instagram](#)
[UNHCR Graduation Ceremony at NSTP-NUST, Islamabad-NSTP Facebook](#)
[UNHCR Graduation Ceremony at NSTP-NUST, Quetta-NSTP Facebook](#)
[UNHCR Graduation Ceremony at IMSciences, Peshawar-IMSciences Facebook](#)
[UNHCR and PPAF team visit to IMSciences-Pitching of DAFI scholars-IMSciences Facebook](#)
[UNHCR Graduation Ceremony at IMSciences, Peshawar-IMSciences Facebook](#)

6. Progress Review Meetings:

[Progress review meeting at Timergara and Barwal Camp-Facebook- IDEA](#)

[Orientation and Progress review meeting in Quetta-Facebook-PPAF](#)