Funded by the European Union

CSOs Building Resilience through Improved Delivery, Governance and Empowerment Programme

(The CSOs BRIDGE Programme)

Project Completion Report

REPORTING PERIOD

01-01-2021 TO 31-12-2024

CSO-LA/2020/421-159

DEUTSCHE WELTHUNGERHILFE

Table of Contents

List of acronyms 3
1. Description 4
1.1.Name of Coordinator of the grant contract 4
1.2. Name and title of the Contact Person 4
1.3. Name of Beneficiary(ies) and affiliated entity(ies) in the Action 4
1.4. Title of the Action: 4
1.5. Contract number 4
1.6. Start date and end date of the reporting period; 4
1.7. Target country(ies) or region 4
1.8. Final beneficiaries &/or target groups 4
2. Assessment of implementation of Action activities 4
2.1 Executive summary of the Action 4
2.2 Results And Activities 5
a. Results 6
b. Activities ..... **Error! Bookmark not defined.**
2.3 Log frame matrix updated. 35
2.4. Activity Matrix 44
2.5 Updated Action Plan for 2024 46
3. Beneficiaries/affiliated entities and other Cooperation 47
4. Visibility 50
Annexes 51

List of acronyms

ADP	**Annual Development Plan**
BDRP	Building Disaster Resilience in Pakistan
BI	Baseline
CIP-MIS	Citizen's Information Portal-Management Information System
CRM	Complaint Response Mechanism
CSC	Community Score Card
CSO	Civil Society Organization
CBT&A	Competency Based Training and Assessment
DDU	District Development Unit
DCSN	District Civil Society Network
DMA	Disaster Management Authority
EU	European Union
EI	Endline
FDO	Farmers Development Organization
FCDO	Foreign Commonwealth and Development Office
FSTP	Financial Support to Third Parties
GRM	Grievance Redressed Mechanism
GMC	Grant Management Committee
HVACR	Heating, ventilation, air conditioning and refrigeration
IPWM	Industries, Prices, Weight & Measures
LA	Local Authorities
LPP	Lodhran Pilot Project
MHPSS	Mental Health and Psychosocial Support
NRSP	National Rural Support Program
MHM	Menstrual Hygiene Management
MoU	Memorandum of Understanding
NoC	No objection Certificate
PHED	Public Health Engineering Department
LG&CD	Local Government and Community Development Department
PWD	People with Disabilities
PSC	Poverty Score Card
ROM	Result Oriented Monitoring
RCCE	Risk Communication and Community Engagement
SBCC	Social and Behavior Change Communication
SOP	Standard operating procedure
TAG	Tehsil Action Group
TRDP	Thardeep Rural Development Programme
TSP	Training Service Provider
UC	Union Council
UCDP	Union Council Development Plan
WASH	Water, Sanitation and Hygiene
WASA	Water and Sanitation Authority
WHH	Welthungerhilfe
TMA	Tehsil Municipal Administration
TEVTA	Technical Education and vocational Training Authority
SMEDA	Small and Medium Enterprise Development Authority
TTB	Trade Testing Board
SBTE	Sindh Board of Technical Education

1. Description

1.1. ***Name of Coordinator of the grant contract:*** Deutsche Welthungerhilfe e.V

1.2. ***Name and title of the Contact Person:*** Aisha Jamshed (Country Director)

1.3. ***Name of Beneficiary(ies) and affiliated entity(ies) in the Action:*** Concern Worldwide, Lodhran Pilot Project LPP, Farmers Development Organization FDO, Thardeep Rural Development Programme TRDP

1.4. ***Title of the Action:*** CSOs Building Resilience through Improved Delivery, Governance and Empowerment Programme (The CSO's-BRIDGE Programme)

1.5. ***Contract number:*** CSO-LA/2020/421-159.

1.6. ***Start date and end date of the reporting period:*** 01.01.2023 – 31.12.2023.

1.7. ***Target country(ies) or region(s):*** Pakistan, District Multan (Punjab), District Bahawalpur (Punjab), and District Hyderabad (Sindh)

1.8. Final beneficiaries &/or target groups[1] (if different) (including numbers of women and men):

Final Beneficiaries:

Approximately 1,050,000 individuals of semi-urban population (30 UCs, 6 Tehsils in 3 districts)

Target Groups:

a. **69 CSOs** (23 per district, 1 at district level, 2 Tehsil level and 20 at UC level – 2 per UC with 10 UCs per district) working on youth empowerment and local governance.
b. **Creating economic opportunities for 2.520 youth** (7% of whom will be PWD) through skills development, job placement and linkages establishment with the LAs and private sector/ market actors (1.260 male and 1.260 female youths will be selected).
c. **Capacity building of 90 LA officials** (30 per district) from water supply and sanitation authority, health, education, social welfare, agriculture, and food departments, in approaches to address the socio-economic issues of the informal sector communities.

1.9. ***Country (ies) in which the activities take place (if different from 1.7):*** N/A

2. Assessment of implementation of Action activities

2.1 Executive summary of the Action

[1] "Target groups" are the groups/entities who will be directly positively affected by the project at the Project Purpose level, and "final beneficiaries" are those who will benefit from the project in the long term at the level of the society or sector at large.

The CSO BRIDGE Program, implemented from January 2021 to December 2024, including a six-month No Cost Extension (NCE), achieved substantial progress at the impact level, addressing community needs, empowering vulnerable groups, and strengthening participatory governance across Multan. Through its interventions, the program enhanced the organizational and programmatic capacities of 20 Civil Society Organizations (CSOs), enabling them to effectively engage with Local Authorities (LAs), prioritize community needs, and drive sustainable development initiatives. Over 80% of CSOs demonstrated improved capacity in mobilizing communities, advocating for their needs, and fostering partnerships with stakeholders.

At the governance level, the program facilitated the implementation of five-year Union Council Development Plans (UCDPs) in collaboration with Tehsil Action Groups (TAGs) and District Civil Society Networks (DCSNs). This resulted in the allocation of PKR 172 million in Annual Development Plans (ADPs) for critical infrastructure and services, including Water, Sanitation, and Hygiene (WASH), road construction, and the improvement of schools and healthcare facilities. These initiatives improved the quality of life for communities and strengthened the role of CSOs in local governance processes.

The adoption of participatory governance tools, such as the Community Score Card (CSC), led to a measurable two-scale improvement in public service delivery, transparency, and accountability. The establishment of Citizen Information Portals further enhanced accountability by providing a platform for complaint registration and resolution. These mechanisms not only addressed immediate community concerns but also laid the groundwork for sustained citizen engagement and governance reforms.

Despite challenges, including political uncertainty, frequent transfers of local officials, and delays in decision-making, the program adapted effectively to ensure the successful completion of its objectives. The Financial Support to Third Parties (FSTP) component, facilitated the implementation of 19 community projects in Multan. The program's robust stakeholder engagement model, involving CSOs, LAs, community members, and private sector actors, proved instrumental in overcoming contextual challenges.

Furthermore, the program strengthened economic opportunities for youth, with over 360 individuals completing technical and vocational training, life skills development, apprenticeships, and trainee ships. Many beneficiaries transitioned into income-generating roles, contributing to economic empowerment and community resilience.

Overall, the CSO BRIDGE Program delivered impact results at multiple levels, empowering marginalized and vulnerable groups, improving public services, and fostering socioeconomic development through participatory governance approaches. By addressing structural barriers and promoting sustainable community engagement, the program significantly contributed to the well-being and resilience of targeted communities, leaving a lasting legacy of inclusive development and strengthened local governance frameworks.

2.2 Results and Activities

A. Results

Impact (Overall objective): Minimized socio-economic vulnerabilities of communities, especially youth, in Multan, Bahawalpur and Hyderabad.

The impact of the project has been evaluated at its conclusion, with monitored outputs and specific objective indicators confirming significant progress in reducing socioeconomic vulnerabilities within the target groups. The action successfully enhanced the capacity of Civil Society Organizations (CSOs) and youth, enabling them to address economic challenges effectively. This was achieved through increased organizational capacities, improved interaction with Local Authorities (LAs), and successful realization of community-driven demands. Furthermore, the mobilization and active participation of youth in vocational and entrepreneurial skill development initiatives have yielded tangible benefits in terms of economic empowerment and social inclusion.

The project also established and strengthened structures and mechanisms that facilitated CSOs' meaningful participation in local governance processes. These interventions are expected to have a lasting impact on reducing vulnerabilities by empowering target groups to engage in decision-making and advocacy effectively. The high level of involvement, commitment, and collaboration among stakeholders—CSOs, LAs, Training Service Providers, employers, and others—throughout the project's implementation has been a critical factor in ensuring the sustainability of these achievements.

Additionally, the project's strategic focus on building long-term capacities and fostering partnerships among diverse actors has laid a strong foundation for continued progress. By addressing the root causes of socioeconomic vulnerabilities, the action has contributed to a more inclusive and resilient community. Stakeholders' consistent engagement is perceived as a positive indicator of the project's potential to create enduring impacts that extend beyond its completion, ensuring that the benefits realized during the intervention period are maintained and further developed in the future. The results underscore the project's success in aligning with its overarching objective to reduce vulnerabilities while promoting inclusive development and governance.

The project's strategic focus on capacity building and partnerships has ensured lasting progress. By addressing socioeconomic vulnerabilities, it has fostered a more inclusive and resilient community. Stakeholder engagement signals its potential for long-term impact. The results highlight success in reducing vulnerabilities and promoting inclusive development and governance.

Indicator 1: Proportion of the target community members reporting feeling more secure, valued, and dignified (dis aggregated by sex, district, age group, and vulnerability)

To assess progress and contribution of the action initially baseline and at the end of project an end line survey were conducted in 2024 with the target groups about feeling secure, valued, and dignified before start of the project. Project teams again conducted 10 Focus Group Discussions (FGD) in district Multan from vulnerable groups i.e., young men and women (18-29yrs), women (29+yrs), People with Disabilities (PWDs), Minorities, and Transgender groups were interviewed. The project has achieved significant success in addressing socioeconomic vulnerabilities among communities in Multan, with a strong focus on empowering youth and marginalized groups. On the completion project results highlight a substantial improvement, with a consistent 65.2% increase in the proportion of individuals reporting enhanced feelings of security, value, and dignity compared to the previous year. Specifically, young boys saw an increase from 32.5% to 74.4%, young girls from 48.5% to 77.0%, women from 60.5% to 60.3%, persons with disabilities (PWDs) from 32.0% to 60.0%, minorities from 33.0% to 63.3%, and transgender individuals from 33.0% to 56.4%.

Annex 01_FDO Consolidated End line Report). Details are in below table:

Assessment	Young boys	Young girls	Women	PWDs	Minority	Transgender	Average %
Baseline Assessment	32.5	48.5	60.5	32.0	33.0	33.0	39.9
End line Assessment	74.4	77.0	60.3	60.0	63.3	56.4	65.2

Specific Objective: Effective Civil Society improved public services and economically empowered target groups during and post-COVID19 times, in District Multan.

The project has made remarkable progress in achieving its core objectives of strengthening civil society, improving public service delivery, and fostering the economic empowerment of youth. By the end of the project, the capacities and collaborative engagements of key stakeholders—including Civil Society Organizations (CSOs), Tehsil Action Groups (TAGs), District Civil Society Network (DCSN), and Local Authorities (LAs)—have been significantly enhanced. The active integration of youth into decision-making processes has been a priority, ensuring their voices are represented and their perspectives incorporated into governance and development initiatives.

Notably, the organizational and programmatic capacities of CSOs in Multan have been greatly improved, as confirmed by representatives from 20 organizations. This progress is reflected in their ability to identify and process community issues through Union Council Development Plans (UCDPs), successfully advocate for community needs with local authorities, and effectively execute campaigns and community projects. Furthermore, CSOs collaborated with Training Service Providers to support youth participation in vocational, entrepreneurial, and life skills training, directly contributing to their socioeconomic empowerment.

Local authorities demonstrated receptiveness and strong support for the project's goals, working alongside CSOs in key activities such as awareness campaigns, the integration of community concerns into Action Plans, and the implementation of community-driven projects. Their involvement in the Community Score Card exercise further emphasized their commitment. However, challenges arising from the broader political environment, such as slowed decision-making and frequent personnel transfers, impacted the consistency of cooperation with authorities.

Despite these challenges, the project successfully fostered collaboration between CSOs, local authorities, and youth, ensuring sustained progress in capacity-building, skill development, and public service improvements. Overall, the project has reinforced the vital role of CSOs in engaging youth, channeling community demands, and collaborating with local authorities to

drive sustainable development and empower marginalized groups. This strong foundation will continue to benefit target communities well beyond the project's duration

Indicator 1: Percentage of CSO representatives express that the management, organizational and programmatic capacities & delivery at the organizational level have improved substantially.

The end line assessment conducted with 20 Civil Society Organizations (CSOs) in Multan revealed that all (100%) CSO representatives reported significant improvements in their management, organizational, and programmatic capacities, as well as enhanced delivery at the organizational level. These advancements are attributed to the project's targeted interventions, particularly the Financial Support to Third Parties (FSTP) component, which enabled CSOs to develop and execute community projects effectively. Moreover, the strengthened interaction between CSOs and Local Authorities (LAs) further validated the improvements in their capacities, fostering collaboration and alignment with local governance structures.

The findings from the End line Assessment highlight the trans formative impact of the project on the operational and strategic capabilities of CSOs. The enhanced skills in proposal development, project execution, and stakeholder engagement have empowered these organizations to address community needs more effectively and sustainably. The following table provides a detailed overview of the improved stages as identified in the End line Assessment, underscoring the project's success in building resilient and capable civil society institutions in district Multan. ***(*****Annex 02_FDO Endline Structured Assessment)**

CSO Development Stages	Baseline	Midline	Endline
Stage-1 (Below 35%)	7	0	0
Stage-2 (36%-55%)	9	3	0
Stage-3 (56%-70%)	4	13	8
Stage-4 (71%-85%)	0	2	9
Stage-5 (86%-100%)	0	2	3

Indicator 2: Level of score on the scale of 0-5 by communities which indicates improved service delivery (quality, quantity, accountability & transparency) (disaggregated by districts)

The end line assessment of the Community Score Card (CSC) conducted in Multan revealed significant advancements in service delivery and highlighted the program's trans formative impact. In 2023, the strengthened interactions between Civil Society Organizations (CSOs) and Local Authorities (LAs) resulted in meaningful outcomes. These included the collaborative development of Union Councils Development Plans (UCDPs), the facilitation of dialogue meetings, and the successful implementation of numerous CSO recommendations by LAs.

The CSC exercises brought together CSO members, community representatives, and LA staff to assess and score service providers on addressing critical community issues such as WASH (Water, Sanitation, and Hygiene),Solid Waste Management, education, and local governance. The prioritized issues identified during these assessments were integrated into UCDPs and translated into actionable community projects, ensuring that key concerns were addressed effectively and sustainably.

The end line results showcased substantial progress across key sectors in Multan. Waste Management services improved from score 1.84 to 3.33, PHED (Public Health Engineering Department) services have been advanced from score 2.15 to 3.57, LG&CD (Local Government & Community Development) services increased from score 2.79 to 3.86, and School Education services rose from Score 3.0 to 3.83. These significant improvements reflect the program's success in fostering accountability, enhancing service delivery, and addressing community priorities.

Overall, the results demonstrate the program's effectiveness in creating a robust framework for collaboration among stakeholders, enabling them to identify and resolve community issues while promoting transparency, inclusive, and sustainability in service delivery systems. The improvements achieved through the CSC exercises underscore the lasting impact of the project in empowering communities and strengthening governance in Multan.

Below Table : District and department-wise Community Scorecard improved scores (Annex 02_CSC End line report)

District	Multan Waste Management services	PHED services	LG&CD services	School Education services
Baseline Score	1.84	2.15	2.79	3.0
Endline Score	3.33	3.57	3.86	3.83
Change in Score	+1.49	+1.42	+1.07	+0.83

Indicator 3: Percentage of youth involved in decision-making processes & forums (disaggregated by sex, literacy levels and age)

The project successfully achieved its goal of enhancing youth engagement in decision-making processes across key forums, including Civil Society Organizations (CSOs) ,(TAGs), and (DCSN). Youth played an active role in interactions with Local Authorities (LAs), Community Score Card (CSC) exercises, the development of Union Council Development Plans (UCDPs), and the implementation of community projects. The end line evaluation revealed that 50% of youth (ages 18-29), comprising 35% men and 15% women, participated in these forums and activities, demonstrating their growing influence in governance and community development.

The project provided targeted capacity-building initiatives that equipped youth with essential skills to advocate for community needs, analyze service delivery challenges, and contribute to actionable solutions. Their involvement ensured that critical issues were integrated into UCDPs and addressed through community projects, enhancing transparency and inclusive.

This progress reflects the project's commitment to empowering youth as catalysts for change and promoting gender-inclusive participation in governance. While significant strides were made, the findings also underscore the importance of sustaining efforts to further enhance women's representation in decision-making. Overall, the project has established a strong foundation for youth-led socioeconomic development and inclusive governance in the target communities. ***(Annex 03_ End line evaluation report)***

Indicator 4: Percentage of complaints received through Complaints & Information Portal (CIP) are acknowledged & acted upon by relevant Line departments within stipulated time.

The project demonstrated significant progress in enhancing accountability and responsiveness of relevant Line Departments through the Complaints & Information Portal (CIP). Under this

indicator progress more than 70-80% of the complaints were effectively resolved by the pertinent departments. This notable resolution rate highlights the system's efficiency in addressing community grievances and promoting service delivery improvements.

For the remaining complaints, the project ensured they were further processed based on their nature and specific requirements, ensuring that no issue was left unattended. This structured approach fostered trust among community members in the grievance readdress mechanism and strengthened the linkages between the community and Line Departments.

The impact of this initiative is evident in the increased responsiveness of public institutions, improved transparency, and enhanced community satisfaction with service delivery processes. By addressing complaints efficiently, the project has contributed to institutional accountability and established a sustainable framework for grievance resolution. These efforts underscore the project's success in bridging the gap between communities and governance systems, creating a lasting impact on public service delivery. **(Annex 04- Monthly CIP log sheet)**

Output 1: Mobilization and technical capacities of local CSOs are strengthened.

The project made significant strides in fostering the sustainability of Civil Society Organizations (CSOs), Technical Advisory Groups (TAGs), and the District Coordination Support Network (DCSN) in Multan. A total of 20 CSOs demonstrated enhanced mobilization and technical capacities, actively engaging with their communities and local authorities to address critical issues. Additionally, 2 TAGs and 1 DCSN remained functional and committed to sustainability efforts, as evidenced by the initiation of the registration process for the DCSN with the pertinent registration authority.

These efforts underline the project's success in empowering CSOs, TAGs, and DCSNs to take ownership of community mobilization and advocacy activities. Members of these entities have consistently mobilized their communities, strengthening their capacities through active interaction with authorities and implementing their initiatives. The action's focus on building technical and organizational capacity has enabled more than 30-40% of CSOs to successfully secure financial support and small grants from other donor agencies, demonstrating their growing ability to sustain their operations independently.

By supporting diverse engagement efforts and fostering linkages between communities and authorities, the project has ensured the longevity of these networks. These outcomes signify a strong foundation for continued advocacy, resource mobilization, and community development led by empowered local actors.

Indicator 1.1. Number of CSOs reformed/ reorganized to make them inclusive and representative (disaggregated by districts, tehsils, and UCs)

The project achieved a significant milestone by promoting inclusive within the executive and general body structures of Civil Society Organizations (CSOs) in Multan. All 20 CSOs, comprising 10 from Tehsil Multan Saddar and 10 from Tehsil Multan City, successfully reorganized their organizational structures to include representatives from vulnerable groups.

This included youth, persons with disabilities (PWDs), transgender individuals, and religious minorities.

The inclusion of these groups within the executive and general bodies ensures diverse representation in decision-making processes, fostering equitable governance and inclusive in organizational operations. By integrating members from these vulnerable segments, CSOs enhanced their capacity to address the unique challenges faced by marginalized communities.

Moreover, the revised structures were formally notified and approved by the pertinent registration authorities, underscoring compliance with regulatory requirements and institutionalizing the changes for sustainability. This strategic reorganization not only strengthens the internal governance of CSOs but also positions them as role models for inclusive and diversity in civil society.

This progress marks a trans formative step toward building resilient, inclusive organizations that effectively represent and advocate for the needs of all community members, thereby amplifying their collective impact on local development. **Annex-05- Organizational resolution and mandate document**

Indicator 1.2. Number of Registered CSOs', who are provided with technical & programmatic trainings by the action (disaggregated by districts, tehsils, and UCs)

As reported earlier, all 20 CSO received technical and programmatic trainings. During the year 2023 sessions about accountability tools (Community and Poverty Score Card) as well as exposure visits were conducted to build capacity further.

By the completion of the project in December 2024, significant impact-level results were achieved, highlighting the success of the intervention. The project enhanced community resilience by addressing root causes of vulnerabilities, enabling communities to adapt to socioeconomic challenges and implement sustainable solutions. All 20 CSOs involved demonstrated strengthened technical and programmatic capacities, supported by training on accountability tools such as the Community and Poverty Score Cards, along with exposure visits that fostered peer learning and collaboration. These efforts improved governance and accountability, ensuring inclusive and participatory decision-making processes. Stakeholder collaboration was notably strengthened, creating lasting partnerships among government agencies, CSOs, and community representatives, which laid the groundwork for sustained development efforts. Tangible socioeconomic improvements were observed, including better access to services, reduced inequalities, and enhanced livelihood opportunities, with a particular focus on benefiting marginalized groups such as women and youth. The project's emphasis on capacity building, local ownership, and fostering partnerships ensured sustainability and provided a model for future initiatives, successfully reducing vulnerabilities and promoting inclusive development and governance.

Indicator 1.3. Number of CSOs from indicator 1.2 have improved technical & programmatic capacity on a scale of 1 to 5 by at least 3 points.

The progression of 20 Civil Society Organizations (CSOs) through five development stages, as assessed during the Baseline, Midline, and End-line evaluations, reflects a substantial positive shift in organizational capacity and development.

At the Base-line, the majority of CSOs were in the early stages, with seven organizations in Stage-1 (Below 35%), nine in Stage-2 (36%-55%), and only four in Stage-3 (56%-70%). Notably, no CSOs were in the advanced Stages-4 (71%-85%) or Stage-5 (86%-100%).

Mid line assessments revealed marked improvements, with no CSOs remaining in Stage-1 and only three in Stage-2. Thirteen organizations advanced to Stage-3, while two reached Stage-4 and Stage-5 respectively, highlighting the project's effectiveness in enhancing technical and organizational capacities.

By the End-line, all CSOs had progressed beyond the early stages. Eight organizations remained in Stage-3, nine advanced to Stage-4, and three reached the highest Stage-5. These advancements demonstrate the project's success in systematically building the capacities of CSOs, enabling them to achieve higher levels of organizational maturity.

This positive progression signifies a strengthened civil society in the target area, capable of effectively mobilizing communities, engaging with authorities, and sustaining initiatives independently. It underscores the project's impact in fostering resilient, empowered CSOs equipped for sustainable development.

(**Annex-06- CSOs Annual End-line Structured Assessment)**

Sr	CSOs Development Stages	Baseline	Midline	Endline
1	Stage-1 (Below 35%)	7	0	0
2	Stage-2 (36%-55%)	9	3	0
3	Stage-3 (56%-70%)	4	13	8
4	Stage-4 (71%-85%)	0	2	9
5	Stage-5 (86%-100%)	0	2	3

Indicator 1.4. Number of inclusive CSOs trained in the topics pertaining to rights, civic responsibilities, participation/ engagement & feedback (disaggregated by UCs, tehsils, & districts)

The target for this indicator was achieved and reported in 2022, all 20 CSOs were trained accordingly.

The project made significant progress toward achieving its objectives, with a focus on sustainability and long-term impact. A total of 20 CSOs in district Multan, was provided with comprehensive training on rights and civic responsibilities. Training topics covered critical areas such as basic human rights, the Right to Information (RTI), Right to Services (RTS), Right to Food (RTF), local governance, public grievances, and readdress forums.

This capacity-building initiative has significantly strengthened the ability of CSOs and their members to advocate for rights, foster civic engagement, and hold authorities accountable. The diverse participation ensured inclusive, amplifying the voices of marginalized groups and creating a more equitable foundation for community development. By empowering CSOs with the knowledge and tools needed to address systemic challenges, the project has laid a sustainable framework for continued advocacy and improved governance practices, fostering lasting impact at both local and district levels.

Indicator 1.5. Number of programmes supported CSOs actively participating in multi stakeholder dialogue forums and meetings organized by LAs and other stakeholders (disaggregated by tehsils, districts)

The project successfully fostered collaboration between Local Authorities (LAs) and Civil Society Organizations (CSOs), enhancing public service delivery and promoting participatory governance. The active engagement of Tehsil Action Groups (TAGs) and the District Civil Society Network (DCSN) over the years provided a robust platform for interaction between LAs

and CSOs. This collaboration was reinforced through 10 stakeholder meetings, organized by LAs with representatives from 20 CSOs and key departments, including Public Health and Engineering (PHED), Local Government, Social Welfare, Health, Education, Multan Waste Management Company and Rescue 1122.

These meetings served as critical forums for addressing community concerns, where CSO representatives effectively lobbied for support and service improvements. Cooperative efforts with LAs resulted in the development of actionable plans, ensuring that community needs were prioritized in local governance strategies. The integration of the project's community initiatives, such as the FSTP, into these discussions highlighted the shared commitment to solving community challenges.

This sustained engagement between LAs and civil society not only strengthened relationships but also promoted transparency, accountability, and mutual understanding. By institutionalizing these collaborative mechanisms, the project has laid a strong foundation for inclusive governance and improved service delivery, ensuring continued benefits for the communities beyond the project's duration.

The project placed a strong emphasis on fostering youth leadership to drive improved service delivery through collaboration with Local Authorities (LAs) and a participatory governance approach. Youth leaders from diverse backgrounds were actively engaged and trained on civic responsibilities, rights, and advocacy strategies, empowering them to take a proactive role in addressing community challenges. Through their inclusion in Tehsil Action Groups (TAGs) and the District Civil Society Network (DCSN), youth leaders became vital contributors to decision-making processes and played a key role in bridging the gap between communities and LAs.

This collaborative framework enabled youth leaders to initiate and support service delivery improvements across sectors such as health, education, waste management, and public safety. Regular stakeholder meetings, facilitated by LAs, provided a platform for youth leaders to voice community needs and propose solutions in partnership with key government departments. Their participation enhanced transparency, accountability, and responsiveness in public service delivery, fostering trust between local authorities and communities.

By promoting youth leadership within a participatory governance model, the project not only enhanced service delivery outcomes but also built the capacity of the next generation of leaders to sustain these improvements. This approach ensured the inclusion of fresh perspectives and innovative solutions, reinforcing the project's long-term impact on governance and service delivery. **Annex 07_Copies of Minutes of Meetings conducted by LAs.**

Table 03: District Multan number of CSOs participated in dialogue forums, organized by LAs.

District	Tehsil	No. of CSOs	Meetings
Multan	Multan City	10	20
	Multan Saddar	10	
Total		20	20

Indicator 1.6. Number of community (projects and schemes prioritized jointly with target groups from UC- DPs are funded and completed (disaggregated by districts and schemes)

In District Multan, 19 community-based development projects were implemented across 10 Union Councils (UCs) under the Financial Support to Third Party (FSTP) activity. Community members and Civil Society Organizations (CSOs) collaborated to identify and prioritize issues, leading to the development of five-year Union Council Development Plans (UCDPs). Strategically, CSOs, TAG, and DCSN members mobilized resources from both local and international donors to address the issues outlined in the UCDPs. Simultaneously, they lobbied

local authorities and engaged elected representatives to secure funding through the district's Annual Development Plan (ADP).13 recommendations by CSOs from UCDP were incorporated in Action plan.

Through this initiative, community representatives, with the technical support of CSOs, successfully implemented FSTP small grants. A key achievement was the effective engagement of community members and youth, ensuring inclusive participation. Male and female youth, as monitoring committee members, played a leading role in overseeing the smooth implementation of FSTP project activities. Their involvement not only ensured transparency and accountability but also empowered them as active contributors to community development.
(Annex 08_ Copies of contract agreements for all funded projects)

Table 04: Sector and number of community projects

Sector	Multan
WASH	9
Education	2
Youth empowerment, vocational training/Skill Development	7
Agriculture and Livestock	1
Total	**19**

Output 2: CSOs, LAs and communities reached higher level of collaboration, cooperation, know-how and transparency for adequate citizen-oriented services.

The project has made remarkable strides in strengthening collaboration among Civil Society Organizations (CSOs), Local Authorities (LAs), and communities, resulting in improved citizen services through constructive and meaningful engagement. By fostering open dialogue and coordinated efforts, the project has successfully bridged gaps between key stakeholders, laying the foundation for a more inclusive and participatory governance structure. This progress is particularly evident in activities such as dialogue meetings and the formulation and monitoring of Union Council Development Plans (UCDPs).

Despite challenges stemming from the political landscape, the interactions among authorities, CSOs, and communities have been widely recognized as positive and continue to grow stronger. This enhanced collaboration highlights the project's success in advancing the principles of inclusive and participatory governance.

Indicator 2.1. Percentage of LAs' personnel trained by the project showing improved knowledge and understanding of their roles, obligations & principles of Open Government

In 2023, the project successfully trained 90% of Local Authorities (LAs) personnel in Multan, demonstrating a significant improvement in their knowledge and understanding of their roles, obligations, and the principles of Open Government. This accomplishment highlights the project's effectiveness in equipping personnel with the necessary skills and insights to promote transparency, accountability, and citizen engagement.

Furthermore, during the overall project duration (2022-2023), 87% of LAs personnel were trained, showcasing consistent progress in strengthening their grasp of Open Government

principles and responsibilities. This sustained effort reflects the project's commitment to fostering institutional capacity and advancing good governance practices.

Additionally, after refresher sessions, more than 70% of the trained LAs personnel demonstrated enhanced knowledge and comprehension. These refresher training's reinforced learning, ensuring that the knowledge imparted during the initial sessions translated into practical improvements in performance and adherence to Open Government standards.

Indicator 2.2. Number of local level advocacy and dialogue meetings between LAs, CSOs and other key actors on issues of informal sectors (slums) and of target groups (disaggregated by tehsils & districts)

In 2024, the project facilitated 20 interface 50 interface dialogue meetings between Civil Society Organizations (CSOs) and Local Authorities (LAs), including key departments such as Education, Health, Local Government, PHED, Solid Waste Management, and the District Administration. These meetings provided a critical platform for addressing pressing issues affecting informal sectors and slum communities, as identified by CSOs. Through these dialogues, CSOs were empowered to enhance their advocacy skills and strengthen their role as intermediaries, effectively bridging the gap between communities and authorities.

These engagements enabled CSOs to directly present community concerns to decision-makers, ensuring the voices of marginalized groups were recognized and addressed. Additionally, the dialogues fostered a collaborative environment, allowing CSOs to establish stronger relationships with LAs and gain valuable insights into governmental systems and processes.

As a result, CSOs became more adept at driving impact action on community issues, securing commitments from authorities, and monitoring follow-ups to promote accountability. The dialogues not only amplified the effectiveness of CSO interventions but also cultivated trust and a shared sense of responsibility between civil society and local governance. This collaborative effort has laid a strong foundation for sustainable, community-led development.

Indicator 2.3. Number of recommendations by CSOs from UC-DPs are incorporated in Action Plans by LAs and other stakeholders at various district forums, meeting the following criteria: the projects were part of the local plans /strategies; - representatives of target groups were involved in the planning & prioritization (disaggregated by tehsils and districts)

In District Multan, the completion of 10 Union Council Development Plans (UCDPs) marked a significant milestone in community-driven development. These plans were handed over to Tehsil Action Groups (TAGs), District Civil Society Networks (DCSNs), and Local Authorities (LAs) for further integration into the Annual Development Plans and other action plans. The UCDPs were developed based on the specific needs of the target communities, ensuring that the plans were tailored to address local priorities.

please share who allocated budget support the construction of two new classrooms, a toilet block, a boundary wall, and a water pump for safe drinking water.

In Multan, the CSO Shaoor Tarqiyati Tanzeem successfully prioritized the establishment of a facilitation center to improve sanitation in UC Goth Mehrab. The Multan Waste Management Company has responded by officially recognizing the center and assigning three volunteer staff members to address and resolve community complaints. This official notification acknowledges the area as part of the district, making it eligible for fund disbursements, allowing residents to highlight their needs and ensuring relevant departments allocate resources accordingly.. Their efforts were especially impact during the COVID-19 crisis, where responsive planning and advocacy campaigns mitigated risks and raised awareness. In terms of infrastructure development, the program allocated substantial funds to enhance local services:

1. 66.5 million PKR for water supply and water plants, improving access to clean water.
2. 80 million PKR for the construction and rehabilitation of infrastructure projects, including roads, drainage systems, and culverts.
3. 26 million PKR for the construction, renovation, and rehabilitation of school buildings, fostering a conducive learning environment.

Indicator 2.4. Number of notifications issued by District Administration for allocation of resources in districts annual budgets for CIP-MIS sustained functionality (HR, finances, office space etc.)

In District Multan, the Citizen Information Portal (CIP) has been officially notified by the Deputy Commissioner (DC), with the approval of the official domain for its implementation. The development of the CIP portal is currently underway, marking an important step in streamlining the process for local governance and community-driven initiatives. Project partners in Multan are actively engaged with the District Administration to establish and operationalize the CIPs, ensuring that community needs are effectively addressed.

The planned No-Cost Extension (NCE) of the action is poised to play a crucial role in further advancing the development and operation of the CIP. It supported ongoing efforts to integrate the CIP into the district's governance framework, facilitating its incorporation into annual budgets and ensuring that resources are allocated in alignment with the priorities outlined in the CIP. This extension strengthened the partnership between project stakeholders, Local Authorities, and communities, fostering a more sustainable and responsive approach to local development. ***Annex 09_Copy of the log sheets.***

Indicator 2.5. Percentage of CSOs conducting information sharing and public service campaigns on RCCE for COVID-19 and SBCC jointly with LAs (disaggregated by tehsils & districts)

All 20 project Civil Society Organizations (CSOs) received comprehensive training on Risk Communication and Community Engagement (RCCE), Social and Behavior Change Communication (SBCC), and COVID-19 prevention. They developed action plans to support local authority (LA) awareness campaigns, ensuring a coordinated approach to public health and social welfare initiatives.

- In 2022, 50% of the trained CSOs actively collaborated with LAs in a public campaign across Multan, contributing to widespread awareness efforts.
- In 2023, 11 CSOs worked closely with LAs, including the departments of Social Welfare, Education, Health, NADRA, and district and tehsil administration, on various health and social awareness campaigns.
- During the 2023-2024 period, CSO FSO from Multan played a pivotal role in facilitating the Birth Registration, Marriage, and Death Registration Campaigns in collaboration with local government, enhancing civic engagement and ensuring better service delivery. CSO FIZDO partnered with the Health Department to raise awareness about hepatitis, while CSO Shelter Development Organization supported the Health Vaccination Department in organizing polio campaigns.

A key achievement was the collaboration between Multan Waste Management Company (MWMC) and local CSOs under the Clean Green Pakistan campaign. MWMC established facilitation centers at five CSO offices, which significantly enhanced community engagement and service delivery. These centers were located at the offices of CSO Muzaffarabad Social Welfare Society, Savail Development Organization, FISDO, Real Vision Organization, and Shelter Development Organization.

The diverse range of campaigns supported by these CSOs included celebrations for the International Day of Persons with Disabilities, birth registration drives, International Humanitarian Day, dengue and polio vaccination campaigns, medical camps, the promotion of the Clean and Green Pakistan initiative, a road safety program focused on women, and child

protection awareness. These efforts not only increased public participation but also strengthened the relationship between CSOs and LAs, resulting in impactful community-driven initiatives that addressed critical health, welfare, and environmental issues.

(Annex 10_ Copies of official letters of invitations or appreciation by Las, Annex 11_Campaigns reports)

Output 3: CSOs are able to support Youth, especially females, persons with disabilities, transgender and other minority groups across selected trades, to acquire diversified economic opportunities coupled with life skills and competencies for enterprises and value chains.

The skills training programs were meticulously organized, offering market-relevant trades in accessible venues with flexible timings, making them highly convenient for participants. Career counseling sessions provided valuable guidance, enabling participants to align their skills with current market demands, and ensuring they were equipped with the right tools for success. Job placement support, including job fairs and employer linkages, facilitated smooth transitions into employment or entrepreneurship, empowering participants to secure stable livelihoods.

Female participants particularly appreciated the women-friendly spaces and transportation stipends, which significantly enhanced their accessibility to the training programs. These thoughtful provisions, combined with a supportive environment, helped mitigate gender-specific barriers and ensured greater participation of women. Overall, the services were highly impact, enabling youth to achieve economic independence and secure better livelihoods.

The skills initiative in District Multan addressed critical issues such as high unemployment rates, lack of market-oriented skills, and limited opportunities for entrepreneurship among both male and female youth. Male participants were trained in technical trades like electrical work, computer applications, housekeeping, and IT, while females focused on skills such as stitching, beautician courses, and e-commerce. Gender-sensitive provisions, such as women-friendly environments, flexible schedules, and transportation stipends, helped overcome gender-specific barriers, allowing for greater participation from female youth.

This initiative effectively bridged the skills gap and empowered youth both economically and socially. The entrepreneurial opportunities created by the training instilled a sense of long-term financial security and significantly transformed the economic outlook and social status of participants within their communities.

Indicator 3.1. Number of youths identified & motivated by CSOs who completed full packages of trainings (vocational/ entrepreneurial & life skills) (disaggregated by sex and trades)

During the year 2022-2023, 360 youth got CBT & Apprenticeship opportunity under CSO BRIDGE Program. (205 men, 151 women, 04 transgender persons) in Multan completed their full packages of vocational (Competency-based) trainings (240 youth). Apprenticeships were provided to 120 youth from (A3.1) received tool kits to pursue their income generation. All CSO engaged in mobilizing and supporting youth.

Table 07: Completion 06-month CBT&A and 03-month Apprenticeships (Multan)

06-month CBT& A, trade-wise certified youth			Men	Women	TG	of which Minorities		of which PWDs	
Sr.	Trade detail	Trainees				Men	Women	Men	Women

1	Beautician	**39**	-	38	1	-	3	-	-
2	Domestic Tailoring	**15**	-	15	-	-	-	-	-
3	Digital Marketing	**41**	31	10	-	-	1	-	-
4	Housekeeping	**16**	15	1	-	1	-	-	-
5	Cooking	**39**	27	10	2	1	-	1	-
6	Computer Applications	**45**	24	21	-	2	3	0	1
7	Graphics Designing	**25**	18	7	-			3	2
8	Electrician	**25**	25	-	-	-	-	1	-
	Total	**245**	**140**	**102**	**3**	**4**	**7**	**4**	**3**

3-months trade-wise apprentices			**Men**	**Women**	**TG**	**of which Minorities**		**of which PWDs**	
Sr.	**Trade detail**	**Trainees**				**Men**	**Women**	**Men**	**Women**
1	Auto/Motorcycle Mechanic	17	17	-	-	-	-	-	-
2	Beautician	32	-	31	1	-	-	-	1
3	Electrician	26	26	-	-	-	-	-	-
4	Mobile Repairing	7	7	-	-	-	-	-	-
5	Domestic Tailoring	27	7	20	-	-	-	5	-
6	Welding	11	11	-	-	1	-	-	-
	Total	**120**	**68**	**51**	**1**	**1**	**-**	**5**	**1**

Indicator 3.2. Number of entrepreneurs that established registered enterprises pursuing a business plan (disaggregated by sex of owner and tehsils/ districts)

40 entrepreneurs participated in a comprehensive three-day training program on Enterprise Development. The training focused on equipping participants with essential business skills, including market analysis, financial planning, and the development of actionable business plans. Following the training, participants crafted individualized business plans tailored to their enterprise goals. Encouragingly, a significant number of these entrepreneurs successfully transitioned from planning to action by registering their businesses. This step not only formalized their enterprises but also positioned them to access broader market opportunities, government support programs, and financial resources.40 Business development plans were prepared and implementing and youth entrepreneurs has been registered till now.

Indicator 3.3. Percentage of TSP instructors & CSOs members (trained under project) who are known and approachable for psychosocial support to students, trainees & apprentices (project supported, and non- project supported) (disaggregated by sex, TSPs instructor/ CSOs members & districts)

After participating in sessions on career counseling, life skills, and mental well-being, 100% 10 trained TSP instructors (15 members from each TSP) and 20 CSO members (16 women, 44

men, one member per CSO) have become known and approachable sources of support for students and trainees. Their availability and approachability were evaluated through a Post Distribution Monitoring survey and discussions with trainees. The feedback from the youth was overwhelmingly positive, with many reporting that they remain in regular contact with TSP instructors and CSO members for ongoing support and guidance, particularly in areas such as career development and strategies for managing unemployment. This highlights the critical role of these trained professionals in providing essential support, helping youth navigate challenges, and enhancing their prospects for a successful future. (***Annex 12 Training Data Base and Reports***)

Table 08: District wise number of participants attended career counselling

Participants in Career Counselling/Life skills of 100 Fresh Graduates								
District	**Women**	**Men**	**TG**	**Out of which Minorities**		**Out of which PWDs**		**Total**
				Men	**Women**	**Men**	**Women**	
Multan	56	44	0	3	2	2	0	**100**
Total	56	44	0	3	2	2	0	**100**

Indicator 3.4: Number of trained youth undertaking trade specific income generating activities

As a, over 61% of participants reported securing employment or launching small businesses, with many noting a significant income increase of 30-50%. This program has played a crucial role in enhancing participants' economic stability and overall quality of life. Within just six months of completing the training, more than 61% of youth had either gained employment or become entrepreneurs. These entrepreneurial ventures have not only provided long-term financial security but also fostered a positive transformation in participants' economic outlook and social standing within their communities. The impact of these initiatives is clearly reflected in the improved livelihoods and heightened self-sufficiency of the youth, marking a significant milestone toward their ongoing economic empowerment.

Output 1: Mobilization and technical capacities of local CSOs are strengthened.

A. 1.1 Identification of 69 community-based organizations and other existing (functional and semi functional) forums and networks in the area

Completed: During the reporting period, the program successfully activated and supported 20 CSOs (10 per tehsil), 2 TAGs (one per tehsil), and 1 DCSN in District Multan, driving significant organizational and structural reforms.The program focused on strengthening the capacity and inclusive of these organizations, enabling them to engage effectively with Local Authorities (LAs). The CSOs established inclusive membership bases, restructured their operations, and created robust coordination platforms that enhanced their ability to address community needs collaboratively. The formation of two Tehsil Action Groups (TAGs) and one District Civil Society Network (DCSN)—with the DCSN officially notified as a coordination body—was a key milestone in promoting participatory governance. These platforms aligned CSOs with local governance priorities, enabling streamlined efforts to address pressing socioeconomic challenges. Additionally, the signing of Memorandums of Understanding (MOUs) with key partners marked a major achievement, fostering multi-sector collaboration and laying the groundwork for sustainable development. These efforts collectively contributed to stronger institutional capacities, improved coordination,and tangible progress toward inclusive and community-driven governance in District Multan.

A. 1.1.1 Mobilize, organize, or restructure functional and semi functional CBOs, volunteer groups, youth networks at UC and Tehsil level and clustered in District Civil Network (DCSN) at each district.

All 20 CSOs, 2 TAGs, and 1 DCSN in Multan are now fully functional, actively fostering inclusion and improving organizational capacities. The CSO BRIDGE program has achieved remarkable progress in strengthening civil society, empowering youth, and implementing impactful community initiatives. These efforts have enhanced collaboration among CSOs, TAGs, DCSNs, and Local Authorities (LAs), creating a strong network that prioritizes inclusive and sustainable development. The active representation of youth and the integration of their concerns into development agendas have been pivotal in driving meaningful change. CSO representatives in Multan unanimously report significant improvements in their organizational and programmatic capacities, demonstrating the program's lasting impact on fostering resilient and effective civil society structures.

Table 09: District, Tehsil and Union Council wise number of CSOs

District	Tehsil	UC	CSOs	TAG	DCN	DDU
Multan	Multan City	05	10	1	1	1
	Multan Saddar	05	10	1		

A. 1.2 Capacity Development of 69 CSOs based on functional and technical Capacity Needs and Development Plans covering training sessions and exposure visits.

During the no-cost extension period of the CSO BRIDGE project, significant progress has been made in capacity building and sustainability planning. Although initial capacity-building activities were completed, additional refresher training sessions were conducted to address gaps identified through current capacity assessments. These tailored sessions targeted key office bearers of all CSOs to enhance their skills and ensure preparedness for long-term sustainability.

Key Actions during the NCE period include:

- Refresher Trainings for CSOs: Based on updated Capacity Needs Assessments and the review of existing Capacity Development Plans (CDPs), refresher sessions were organized on essential topics such as Project Cycle Management (PCM) and communication strategies. These sessions aimed to strengthen the operational efficiency of CSOs.

Sr	Total Trainees	Male	Female	TG	Out of which Minorities		Out of which PWDs	
					Men	Women	Men	Women
1	100	40	56	2	3	4	1	1

- Joint Workshops for TAGs, DCSNs, and DDUs: Workshops focusing on rights-based approaches and the development of district-wise sustainability strategies were held. These workshops equipped Tehsil Action Groups (TAGs), District Civil Society Networks (DCSNs), and District Development Units (DDUs) with the tools to continue their advocacy and development efforts independently.

Sr	Total Trainees	Male	Female	TG	Out of which Minorities		Out of which PWDs	
					Men	Women	Men	Women
1	20	14	6	0	1	0	0	0

- Capacity Building for Local Authorities (LAs): To address challenges related to frequent transfers and postings of officials, refresher sessions were conducted on Open Government principles, rules of business, Grievance Redress Mechanisms (GRM), participatory planning, and budgeting. Cross-learning exchange visits were also organized to facilitate the sharing of best practices and the adoption of collaborative methods.

Sr	Trainees	Male	Female	TG	Out of which Minorities		Out of which PWDs	
					Men	Women	Men	Women
1	30	18	11	1	0	1	0	0

These refresher trainings have significantly contributed to strengthening the capacities of CSOs, TAGs, and LAs, ensuring that they are well-prepared to sustain project outcomes and continue driving positive change in their communities. Training on participatory planning and budgeting has enabled LAs to engage communities more effectively in decision-making processes, fostering trust and accountability. Cross-learning exchange visits allowed LAs to observe and integrate best practices into their work. This has encouraged a collaborative approach, reduced bureaucratic challenges and promoted innovation in service delivery. The enhanced operational efficiency, advocacy skills, and collaborative approaches established during these sessions are expected to have a lasting impact on governance, development, and community empowerment. (Annex Refresher training reports, Pre post Analysis)

an exposure visit was organized for TAG, DCSN, and DDU officials of District Multan to facilitate a cross-learning exchange with their counterparts at LPP, a key project partner. This visit provided a valuable opportunity for both groups to share progress, successes, challenges, and achievements, fostering a fruitful exchange of ideas and best practices. The refresher and learning-sharing exchange visit aimed to reinforce knowledge and skills for citizen-oriented actions among Local Authority (LA) personnel, contributing to the sustainability of project outcomes. Insights and best practices explored during the visit will be integrated into the project's strategies to enhance collaborative methods and drive impact, community-focused actions.

Table 10: Number of participants in exposure visits

Type of Exposure visit	District	CSO Participants			
		Men	Women	Transgender	Total
Exposure visit of Multan Team to Bahawalpur					
	Multan	12	6	2	20
Total					

A.1.3: Liaison development of CSOs with line departments, local authorities and private sector for needs communication.

Completed Throughout the project timeline, liaison development meetings and workshops facilitated between CSOs, TAGs, DCSNs, and key government departments, such as District Council Multan, MWMC, WASA, and others, have significantly strengthened collaboration and enhanced service delivery. A total of 21 meetings enabled 20 CSOs to advocate for pressing community issues, including improved sanitation, solid waste management, healthcare system enhancements, and the needs of vulnerable populations in slums and informal sectors. These interactions fostered trust, streamlined processes, and enhanced mutual understanding, enabling CSOs to align their efforts with departmental priorities. The establishment of MWMC facilitation centers at five CSO offices—Muzaffarabad Social Welfare Society, Savail Development Organization, FISDO, Real Vision Organization, and Shelter Development Office stands as a key achievement of these efforts, serving as practical hubs to enhance community engagement and improve waste management services. Additionally, TAG and DCSN meetings catalyzed awareness campaigns on critical issues such as dengue prevention, Clean and Green Pakistan initiatives, child abuse awareness, and early marriage prevention. These collaborative efforts laid a solid foundation for participatory governance, reduced socio-economic vulnerabilities, and sustainable development, demonstrating the project's long-term impact in fostering resilient partnerships and empowering communities. (Annex 04_Copies of Minutes of Meetings).

Table 11: **Liaison Development Meetings**

Sr.	Departments	Liaison Development Meetings							Total
		Men	Women	TG	Out of which Minorities		PWDs		
					Men	Women	Male	Female	
1	District Council Multan	18	7	1	1	1	5	5	26
2	MWMC	16	9	0	1	1	0	0	25
3	WASA	15	5	1	1	1	0	0	21

Table 12: Linkages Building Workshop

Sr	Departments	Liaison Development Meetings							Total
		Men	Women	TG	Out of which Minorities		PWDs		
					Men	Women	Male	Female	
1	Rescue 1122	19	14	0	0	0	0	0	33
2	District Sport Office Multan	17	5	1	1	0	0	0	23
3	Rescue Health & Nutrition Dept	21	13	0	2		0	0	34
4	IPWM	15	9	0	1		0	0	24

A.1.4 CSOs develop 3 years Inclusive UC Development Plans

Completed: CSOs, TAGs, and the DCSN in Multan successfully lobbied with Local Authorities (LAs) to prioritize the needs and recommendations outlined in the Union Council Development Plans (UCDPs) for inclusion in Annual Development Plans (ADPs) and upload them to the CIP portal. Although the development of UCDPs began later than planned, it was completed in

2023, demonstrating the project's adaptability and commitment to achieving its goals. The project teams provided extensive capacity-building sessions for 20 CSOs, focusing on tools such as Participatory Rural Appraisal (PRA), rapport building, and problem tree analysis, enabling CSOs to take the lead in identifying community needs, prioritizing activities, and formulating actionable plans. This collaborative process involved multiple community meetings and validation exercises with Union Council Secretaries to ensure data accuracy and relevance. Further engagement with departments like Health, Education, Agriculture, and Livestock fostered stronger relationships between CSOs and authorities, enhancing the credibility and inclusivity of the UCDPs. The plans, refined and consolidated during one-day workshops with CSO representatives and local office bearers, reflect a comprehensive strategy to address community-specific challenges.

In Multan, a total of 10 UCDPs were developed, marking a significant milestone in participatory governance. These plans were shared with TAGs, DCSNs, and LAs to facilitate their integration into ADPs. This process has not only strengthened the capacity and influence of CSOs but has also ensured that grassroots needs are systematically addressed, paving the way for sustainable and community-driven development. The UCDPs are attached as **Annex 14_District wise Union Council Development Plans (UC-DPs).**

A.1.5 CSOs develop and submit proposal to the Program (FSTP), LAs and private sector agencies on prioritized needs identified in UC Development Plans.

CompletedThe Financial Support to Third Parties (FSTP) initiative marked a significant milestone in empowering 19 Civil Society Organizations (CSOs) in Multan to implement diverse community projects addressing critical local needs. These projects spanned key sectors, including WASH (9 projects), youth empowerment and vocational training (7 projects), education (2 projects), and agriculture and livestock (1 project), directly benefiting marginalized communities. Through a transparent and inclusive process, CSOs developed projects aligned with Union Council Development Plans (UCDPs) and Community Score Cards, ensuring that community priorities were at the forefront. Partnerships with Local Authorities (LAs), including Health, PHED, TMA, and Solid Waste Management departments, were formalized through Memorandums of Understanding (MOUs), creating synergies and avoiding duplication of efforts.

Extensive community engagement activities, such as Broad-Based Community Meetings, community walks, and dialogues, fostered awareness and inclusivity, with a special focus on youth, women, transgender individuals, Persons with Disabilities (PWDs), and minorities. To ensure effective implementation, CSOs received training on financial management, procurement protocols, and MEAL methodologies, while robust oversight mechanisms, including audits and regular visits by project partners, enhanced accountability and quality. The projects not only addressed critical socio-economic challenges but also strengthened CSOs' organizational capacities, improved their collaboration with LAs, and promoted participatory governance. This initiative has established a sustainable model for community-driven development, delivering tangible impacts while empowering CSOs and communities to drive long-term progress in the region. ***(Annex 08_ Copies of contract agreements for all funded projects)***

Sector	Multan
WASH	**9**
Education	**2**
Youth empowerment, vocational training/Skill Development	**7**
Agriculture and Livestock	**1**

Total	**19**

The projects encompass a diverse range of themes and have demonstrated remarkable progress. In the second year of the initiative, 15 CSOs were awarded Financial Support to Third Parties (FSTP), with an additional 4 CSOs receiving grants during the extension period. These organizations made significant contributions, amplifying the reach and impact of the community-driven initiatives. The projects not only addressed critical socio-economic challenges but also enhanced the organizational capacities of CSOs, strengthened their collaboration with Local Authorities, and fostered participatory governance. This initiative has established a sustainable framework for community-driven development, delivering tangible outcomes and empowering both CSOs and communities to drive lasting progress across the region.

A.1.6: Engage CSOs and Youth in implementation and monitoring of small projects from UC development plan and COVID-19 and Health and Hygiene awareness Campaigns.

Completed A total of 20 CSOs responsible for implementing small-scale projects have made significant strides in promoting inclusivity and community engagement. Each CSO has established youth groups/committees consisting of 10 members, including men, women, transgender individuals, persons with disabilities (PWDs), and minorities, to monitor the progress of FSTP projects and lead health and hygiene awareness campaigns. Emphasizing youth involvement in both project implementation and monitoring is crucial for ensuring the long-term effectiveness and sustainability of the projects. CSOs are maximizing youth participation in development plans, awareness campaigns, and addressing pressing social issues arising from the pandemic.

Project partners have supported these efforts by providing standardized IEC materials for awareness campaigns, community outreach, and SOPs. Active youth were identified by the CSOs, who provided them with training, orientation, and facilitation to develop positive attitudes, civic responsibility, and skills crucial for effective project implementation. With support from project partners, CSOs and youth have been mobilized to monitor development projects, particularly those outlined in the UCDPs.

CSOs conducted extensive community outreach, including broad-based meetings, walks, and dialogues, to ensure that all community members were informed and involved. Special attention was paid to the inclusion of marginalized groups, ensuring that the needs of youth, women, transgender individuals, PWDs, and minorities were addressed in the interventions. In Multan, CSOs that received FSTP grants are actively implementing their awarded projects, while those that did not receive grants have been actively engaged in monitoring the progress of FSTP projects within their respective Union Councils. This collaborative approach has resulted in strengthened community ownership, increased accountability, and the promotion of social cohesion across the region.

Output 2: CSOs, LAs and communities reached higher level of collaboration, cooperation, know-how and transparency for adequate citizen-oriented services.

A.2.1: Sensitization of Local Authorities (LAs).

Completed: During the reporting period, a 03-days training was conducted in district Multan for LAs personnel on Accountability/Grievances Redressal Mechanism (GRM) and COVID-response to mitigate social and economic effects on communities, gender, PWDs participation, communication, and youth policies. Training participants were selected by LAs (Departments of Social Welfare, Local Government and community development, Public Health and Engineering, Waste Management, Rescue 1122).The hired consultant, jointly with project partner FDO, developed training material, pre-/post-tests and training plan. A total of 36 LA personnel (28 men and 08 women), participated in the training, resulting in a significant increase in their knowledge and awareness levels. All trainings for LAs under this activity are completed. (**Annex 05_ LA Training Report by trainers (pre-post-test)).**

A.2.2: Engagement of CSOs with Relevant LAs in-Interface Dialogues.

Completed the activity started only in 2023 and could only progress slowly due to transfers of LA officials, limited commitments during the period of the interim government, engagement in the census and other assignments. However, the project CSOs and LAs met and coordinated. Total 21 meetings were held in form of town-hall or one-to-one meetings between LAs (departments of Local Government, PHED, Education, Health, Social Welfare, Tehsil Municipal Administration, Water and Sewerage Authority, Livestock, Agriculture) and CSO representatives. During these meetings CSOs shared community concerns and service delivery demands, jointly with LAs communication mechanism and action plans were developed to address specific issues, roles and responsibilities were discussed. LAs were updated about community concerns and could better quantify their service delivery

By December 2024, the activity significantly advanced efforts to improve service delivery, accountability, and transparency despite initial delays in 2023 due to LA official transfers, interim government constraints, and overlapping assignments like the census. A total of 21 meetings, including town-hall sessions and one-on-one discussions, were conducted between CSOs and Local Authorities (LAs) from key departments such as Local Government, PHED, Education, Health, Social Welfare, Tehsil Municipal Administration, Water and Sewerage Authority, Livestock, and Agriculture.

The process enhanced transparency as LAs shared updates on service delivery efforts and resource allocation, while CSOs monitored and provided feedback to ensure commitments were met. This collaborative approach not only strengthened trust between communities and LAs but also enabled the quantification and prioritization of service delivery improvements based on real community needs. By institutionalizing these practices, the project fostered a culture of accountability and transparency, ensuring sustained improvements in governance and public service delivery beyond the project's completion.

(Annex 06_Minutes of meetings between LAs, CSOs and Key Actors).

In 2023, Community Score Card exercises were conducted in Multan to establish baseline scores for improved service delivery. Meetings were held with community members, CSO members and staff of service providers (Solid Waste Management, PHED, Local Government, Education department in Multan and Bahawalpur, PHED, Education and Health departments in Hyderabad). Respective service providers were selected based on identified communities' needs. Key highlighted issues revolved around WASH conditions, education, and health services as well as redressal mechanisms. Baseline findings are reported in Indicator 2.

Table 13: District and tehsil-wise number of local advocacy and dialogue meetings

District	Tehsil	Advocacy and dialogue meetings
Multan	**Multan City**	**6**
	Multan Saddar	**6**
Total		**12**

A.2.3: Establishment of Feedback and Citizens' Information Portal Management Information System (CIP-MIS) in Government Office.

Under this project, a Citizen Information Portal (CIP) was successfully established in District Multan, providing an accessible platform for Civil Society Organizations (CSOs), community representatives, and citizens to submit their complaints and concerns. The portal became a vital tool for fostering citizen engagement and promoting accountability. With the supervision and support of District Administration representatives, over 196complaints were effectively resolved, empowering targeted citizens and enhancing their trust in local governance.

The District Development Unit (DDU) actively monitored the progress of the CIP, conducting regular reviews and providing necessary support to ensure the portal's efficiency and responsiveness. This collaborative approach strengthened the CIP's capacity to address

citizen complaints and reinforced its role as a reliable mechanism for addressing public grievances.

The CIP is positioned to continue its support for project beneficiaries and the citizens of Multan, sustaining its impact beyond the project's duration. The table below highlights the successful resolution of citizen complaints facilitated by the CIP, reflecting the project's commitment to empowering communities and improving governance systems.

Sr.no	Quarterly Complaint Registered	Complaint Resolved	Complaint in Process	Total Complain
01	CIP Report April-June 2024	66	10	76
02	CIP Report July – Sep 2024	50	08	58
03	CIP Report Oct – Dec 2024	80	00	80
	Total Complain	**196**	**18**	**214**

A.2.4: CSOs linkage development with Government and Non- Government COVID-19 Response and other Coordination Forums at district level

Project partners and CSOs played a pivotal role in advocating for the integration of District Civil Society Networks (DCSNs) into forums and initiatives led by Disaster Management Authorities (DMAs) and District Administrations. Through 30 targeted workshops (10 per district), representatives from all 20 CSOs, Tehsil Action Groups (TAGs), and DCSNs were trained in emergency response and collaboration skills. These workshops, facilitated jointly by District DMAs and Punjab Emergency Service Rescue 1122, equipped participants with the tools needed to coordinate effectively during emergencies.

The workshops also fostered stronger linkages and enhanced coordination between DCSNs, TAGs, CSOs, DMAs, and Rescue 1122. A notable achievement was the successful integration of CSO structures with Punjab Emergency Service Rescue 1122, laying the foundation for a collaborative and efficient approach to emergency response. This initiative has significantly strengthened the capacity of local actors, ensuring a more unified and effective response to crises, and has established a model for sustained cooperation in disaster management efforts **(Annex 22_ Workshops Reports**)

Table 14: Workshop participation

Participants							
District	**Work shops**	**CSO and Communities**	**TAG**	**DCSN**	**DDMAs**	**Rescue 1122**	**Total**
Multan	**10**	**438**	**38**	**12**	**14**	**4**	**506**
	Total						**506**

A.2.5: CSOs support LAs in-mass awareness in Risk Communication and Community Engagement (RCCE) for COVID-19/ other Epidemic/Pandemics and Social & Behavior Change

Ongoing: As reported previously CSOs and LA personnel were trained on RCCE and COVID-19 prevention and jointly planned and conducted awareness raising events in 2022. CSO and LAs Multan continued this cooperation. Joint action plans for public campaigns were established during meeting between CSOs and LAs. Given pending registration with the Charity Commission, such events did not take place in Hyderabad. In Bahawalpur district 16

CSOs collaborated with the Social Welfare, Education, Health department, Baitul mal, district and tehsil administrations, etc to celebrate different national and international days and raise awareness, mainly regarding social issues, e.g. International Day of Persons with Disabilities, 16 days of activism, campaigns with NADRA for CNIC.

In district Multan, 15 CSOs and Local Authorities (Health department, Local Government and Community Development, Multan Waste Management, Labor Department, Child Protection Department, Social Welfare Department,) collaborated to organize several awareness events, such as dengue walk, polio campaigns mobile legal aid camps, World Hepatitis Day, Day of Persons with Disabilities, Clean and Green Pakistan campaign, awareness raising on smog, birth registration campaigns, awareness sessions on child rights and child protection. CSO Faiz e Ismail Server Development Organization, for example, conducted a medial camp for Hepatitis screening in UC MR18 with 178 persons and detected and referred 17 Hepatitis cases. **(Annex 11_Campaigns reports).**

Output 3: CSOs are able to support Youth, especially females, persons with disabilities, transgender and other minority groups across selected trades, to acquire diversified economic opportunities coupled with life skills and competencies for enterprises and value chains.

A.3.1 Vocational and Skill Education for youth

Completed Vocational and skills education for youth saw significant progress in 2023. In Multan, 360 youth successfully completed certified Competency-Based Training and Assessment (CBT&A) institute-based skill courses, while 280 youth participated in the apprenticeship program. Additionally, all 329 trainees received toolkits to support their transition into practical work or entrepreneurship. The identification, enrollment, and training of youth in targeted trades and Technical and Vocational Service Providers (TSPs) were carried out in close collaboration with CSOs, who played a vital role in supporting these initiatives.

CSOs, backed by project teams, established a robust follow-up mechanism to maintain regular contact with trainees, monitor their progress and well-being, and connect them with employment opportunities or business start-up resources. A comprehensive trainee database was developed to track their journey and ensure sustainable outcomes. The three-month apprenticeship program also achieved significant milestones. Youth were identified and inducted into local industries for hands-on training, followed by skill evaluations to address any gaps. Project partners further strengthened this initiative by signing MoUs with provincial Technical Education and Vocational Training Authorities (TEVTA), leading to a seamless enrollment process.

The success of this program can be illustrated through several inspiring case studies:

1. **Anas Ramzan**, nominated by the CSO Savail Development Organization, completed a 6-month E-Commerce training course under the CSO BRIDGE Program. Leveraging his newly acquired skills, Anas became a distributor and provided technical assistance to help his friend advertise and promote a business.
2. **Manahil**, who completed a 6-month housekeeping course at COTHM, was referred to HOTEL One Multan for a 3-month internship. Her dedication and proficiency led to her promotion as a Guest Relationship Officer (GRO) with a monthly salary of 45,000 PKR. She now supports her siblings' education and has resumed her own studies.
3. **Kaleem Ullah**, after interning at Mux Institute, joined Areolation Aviation Travel Agency as a Graphic Designer. His creative abilities in designing IEC materials earned him a monthly salary of 45,000 PKR, significantly improving his family's financial stability.
4. **Iqbal**, nominated by the CSO Faiz e Ismail, completed the 6-month E-Commerce training course and secured a position as a Virtual Assistant at PLLC (Pacific Legal Liability Company), earning $200 per month. Later, Iqbal joined Amazon’s Dubai office as an Account Manager, starting with a salary of 3,000 AED.

5. **Ammar Asif**, nominated by the CSO Shaoor Tarqiyati Tanzeem, completed a 6-month Cooking Course at COTHM. He participated in the International CHEF Day & Championship 2023 and achieved remarkable success, earning a medal. As a transgender individual, Ammar's accomplishments have brought pride to his supportive parents, showcasing the potential of inclusive vocational programs.

Through fostering partnerships with stakeholders, including potential employers, Technical Service Providers, and Kamyab Jawan support programs, the project has effectively facilitated business startup opportunities and employment for certified youth. This program has successfully addressed youth unemployment, equipped participants with market-relevant skills, and paved the way for sustained economic empowerment and resilience.

Annex 12_Trainees database trade wise and list of career counselling participants).

Table 15: Completion 06-month CBT&A and 03-month Apprenticeships (Multan)

06-month CBT& A, trade-wise certified youth			Men	Women	TG	of which Minorities		of which PWDs	
Sr.	Trade detail	Trainees				Men	Women	Men	Women
1	Beautician	**39**	-	38	1	-	3	-	-
2	Domestic Tailoring	**15**	-	15	-	-	-	-	-
3	Digital Marketing	**41**	31	10	-	-	1	-	-
4	Housekeeping	**16**	15	1	-	1	-	-	-
5	Cooking	**39**	27	10	2	1	-	1	-
6	Computer Applications	**45**	24	21	-	2	3	0	1
7	Graphics Designing	**25**	18	7	-			3	2
8	Electrician	**25**	25	-	-	-	-	1	-
	Total	**245**	**140**	**102**	**3**	**4**	**7**	**4**	**3**
3-months trade-wise apprentices			**Men**	**Women**	**TG**	**of which Minorities**		**of which PWDs**	
Sr.	**Trade detail**	**Trainees**				**Men**	**Women**	**Men**	**Women**
1	Auto/Motorcycle Mechanic	17	17	-	-	-	-	-	-
2	Beautician	32	-	31	1	-	-	-	1
3	Electrician	26	26	-	-	-	-	-	-
4	Mobile Repairing	7	7	-	-	-	-	-	-
5	Domestic Tailoring	27	7	20	-	-	-	5	-
6	Welding	11	11	-	-	1	-	-	-
	Total	**120**	**68**	**51**	**1**	**1**	**-**	**5**	**1**

6. **M. Khalid, a skilled worker from Multan,** faced years of limited opportunities due to the absence of formal certification. Through the 3-month Apprenticeship program by the CSO BRIDGE initiative, he earned a government-recognized certification that

transformed his life. Khalid secured a job in Oman as an Electrician and joyfully shared, "Now I can take full responsibility for my brothers' education and my parents' medical expenses." His journey is a powerful testament to how skill development programs create life-changing opportunities**.**

7. **Amir Hamza, a determined individual with a disability,** is a shining example of how skill development can transform lives. Despite facing numerous challenges, he always believed in his potential to achieve meaningful goals. Enrolling in a 3-month Graphic Designing course provided by FDO fueled his passion and opened new doors. With the support of a friend, Amir set up an Etsy store to sell digital designs specifically for T-shirt printing. Today, he earns an impressive income of 1.5 to 2 lac per month from the comfort of his home. His journey showcases the power of resilience and skill development in empowering persons with disabilities to achieve financial independence and live with dignity.

A.3.2 Enterprise Development for Skilled or Small Business Owner Youth

Project partners in Multan successfully oriented 40 CSOs on identifying youth who lacked financial resources and business knowledge but demonstrated potential to sustain or establish businesses using their existing skills. In collaboration with project partners, the CSOs selected youth(40 per district) from targeted areas based on the following criteria:

1. Skilled and semi-skilled youth from low-income families.
2. Youth who lost their livelihoods due to pandemics or economic disruptions.
3. Individuals showing willingness and potential for enterprise development or business continuation.

To equip these youth with entrepreneurial skills, consultants were hired to develop training content and materials and conduct training sessions in partnership with provincial TEVTAs. Punjab TEVTA's Academic and Training Program provided key personnel to deliver these sessions alongside consultants in Multan. The comprehensive training covered topics such as business development planning, company registration procedures, product development, team management, marketing strategies, financial literacy, cash flow management, computer literacy, and the use of technology for business growth.

Table 18: District-wise data of Enterprise Development Training Participants

District	Youth		of which PWDs		of which Minorities		TG	Total
	Men	Women	Men	Women	Men	Women		
Multan	28	12	6	0	2	0	0	40
Total								**40**

The dis-aggregated data by gender and tehsil/district will further highlight the inclusive and geographical impact of this initiative. These outcomes underscore the program's success in fostering entrepreneurial growth, formalizing business operations, and promoting sustainable economic development across the region.

A.3.3 Improvement in Selected Value Chain

Ongoing:

The 03-day training program for 40 youth from districts Multan (3.1 A & B), organized by the Punjab TVETA Training Department, has had a transformative impact on their entrepreneurial ventures and business development. Through focused sessions on packaging, marketing, promotion, value chain integration, and skill and technology upgrades, participants gained the knowledge and tools to align their businesses with market demands. Many have successfully launched businesses, employing robust business plans that address risk management, technical requirements, and market challenges. This initiative underscores the power of

targeted skill-building programs in enabling youth to thrive as entrepreneurs and contribute to sustainable economic development. The initiative effectively bridged the skills gap and empowered youth economically and socially. The program's objectives were well-aligned with local market demands and employment trends in District Multan.

Case Study of Value Chain Training:

1. Wallia Hassan – Beautician Entrepreneur

Wallia Hassan, a certified beautician, opened her own ladies' parlor after receiving a starter kit from the program. Inspired by the value chain training, she diversified her business by selling cosmetic products, beautician items, and jewelry. This value addition not only enhanced her services but also significantly boosted her income.

2. M. Irfan – Tailoring Innovator

Ali Raza, a young tailor from 3 Months Apprenticeship Program, initially operated a small shop from provided kits by CEO BRIDGE stitching clothes for men and ladies . After the value chain training, he began offering add-on services such as fabric sales and clothing alterations. He also introduced ready-made garments, attracting more customers and doubling his monthly earnings.

3. Sumeira – Home-based Culinary Business

Sana Mehmood, trained in culinary arts, started a home-based catering service. Through value chain training, she learned to source raw materials at lower costs and began selling packaged food, spice mixes alongside her meals. This dual offering not only attracted more customers but also added a steady stream of additional income.

3. Sundas Shahzad – Beautician and Salon Owner

Sundas Shahzad, after completing her beautician training, opened a small parlor for women with provided kits items. The value chain training inspired her to sell skincare and haircare products in her salon. She also started offering bridal beauty packages that included rental jewelry sets, making her services more comprehensive. This diversification doubled her monthly income and increased customer loyalty.

4. Zaki Siyal - Fashion Designer

Zaki Siyal, a transgender individual, began her journey with a small beauty parlor after completing beautician training and receiving starter kits. Through value chain training, she learned the importance of fashion designing, branding, and networking. She expanded her business by introducing scarves and handbags and partnering with local boutiques, which significantly boosted her income and empowered her as an entrepreneur.

Table 19: Participants in Value Chain Trainings

District	Youth		of which PWDs		of which Minorities		TG	Total
	Men	Women	Men	Women	Men	Women		
Multan	21	18	3	0	2	0	1	**40**
Total								**40**

A.3.4 Strengthened TSPs through COVID-19 prevention Standard Operating Procedures (SOPs):

Completed:

WHH engaged a consultant to develop Standard Operating Procedures (SOPs) and conduct relevant training sessions aimed at disease prevention and management. In collaboration with project Training Service Providers (TSPs), specific SOPs were formulated to address the prevention and transmission of COVID-19 and other diseases, including measles, diarrhea, malaria, influenza, naegleria, dengue, tuberculosis (TB), and HIV/AIDS. A total of ten sessions were conducted for TSP personnel, including two in Multan, to familiarize them with these SOPs. Additionally, the consultant facilitated 20 training sessions for members of 20 CSOs, focusing on SOP implementation and preparedness for health and hygiene issues, including

COVID-19, dengue, measles, malaria, cholera, food poisoning, and typhoid. A distribution of booklets, flyers, brochures, and banners in Urdu and Sindhi was made available to TSPs and CSOs for use within their communities.

Table 20: TSP SOP training participants

TSP/District	Participants		
	Men	Women	Total
Multan; 02 TSPs	53	27	80
Total			

Table 21: CSO SOP training participants

CSOs in Districts	Participants							
	Men	Women	Trans-gender	of which PWDs		of which Minorities		Total
				Men	Women	Men	Women	
Multan	67	75	0	1	1	0	1	**142**
Total								

A.3.5 Career Counselling, Life Skills, and Mental Wellbeing **Completed: *District-wise graduates' participation in career counselling, life skills and mental wellbeing sessions***

In collaboration with project partners, CSOs in targeted districts successfully engaged universities and TSPs, such as Bahauddin Zakariya University and TEVTA offices, to deliver career counseling, life skills, and mental well-being support. These efforts prioritized mobilizing graduates who had limited access to such opportunities and were not previously involved in other skill development activities under the project. The initiative also involved nominating instructors and CSO members to extend these services to their communities.

Four, 3-day training sessions were conducted, encompassing fresh graduates, TSP instructors, and CSO members. The sessions addressed critical topics, including job readiness, CV writing, interviewing skills, leadership, teamwork, time management, problem-solving, and career-specific guidance. Online courses and existing career counseling modules further enriched the program, providing participants with a comprehensive framework for personal and professional growth.

Case Study Highlights:

1.**Muhammad Tamim, after completing the career counseling training, secured a position as an Assistant Supervisor at Café Chai Khanna in Multan**. As the eldest of six family members, Tamim shared that the training significantly impacted his ability to support his family. He stated:

"This type of training helped me immensely. It equipped me with the skills and confidence to secure a stable job and contribute to my family's financial well-being."

2.**Aurangzeb, a fresh graduate, expressed how challenging it was to navigate his career path without proper guidance.** Following the training, he successfully embarked on a new journey as a Finance Officer at Fatima Alliances. Reflecting on the experience, he remarked:

"For fresh graduates like me, deciding the next step and planning a consistent future is incredibly daunting**. Thanks to the CSO BRIDGE Program, I now have clarity and direction, and I'm looking forward to a brighter future."**

3.**Mamoon Saleem faced uncertainties about his career post-graduation.** The career counseling training helped him define his goals and navigate his professional journey. He now works as an Admin Manager at Faisal Group and shared:
"The training clarified my path to success. With my new job, I was able to support my parents and contribute significantly to my sister's wedding expenses. I am deeply grateful to the CSO BRIDGE Program for this transformative opportunity."
These individual success stories underscore the program's impact in empowering participants to overcome barriers, develop essential skills, and achieve meaningful employment. Positive feedback from participants highlights how instructors and CSO members are now better equipped to guide others in their communities, fostering a ripple effect of empowerment and growth. Detailed outcomes will be shared in the next report, reflecting the long-term benefits of these initiatives.

Table 08: District wise number of participants attended career counselling

Participants in Career Counselling/Life skills								
District	Women	Men	TG	Out of which Minorities		Out of which PWDs		Total
				Men	Women	Men	Women	
Multan	56	44	0	3	2	2	0	100
Total	56	44	0	3	2	2	0	100

Table 23: District-wise TSPs and CSOs participation in career counselling, life skills and mental wellbeing sessions

District	TSP instructors		CSO members		Total	
	Women	Men	Women	Men	Women	Men
Multan	4	6	7	13	11	19
Total					11	19

A.3.6 Traineeship
Completed :
In each targeted district, 120 CBT&A trainees were strategically placed in workplaces aligned with their vocational training to gain practical skills and workplace experience. Facilitated by CSOs, TSPs, and TEVTA job placement officers, this initiative ensured trainees could apply their technical knowledge while developing critical skills like teamwork, meeting customer

requirements, and adapting to workplace dynamics. Placements included fields such as Computer Applications, Digital Marketing, and Graphic Design, with verified employers providing suitable working conditions. Selection criteria emphasized high attendance, successful course completion, and trainee interest. Regular follow-ups by CSOs ensured ongoing support, and trainees received internship completion certificates. Remarkably, monitoring reports show that over 70% of trainees secured permanent employment with their internship employers, demonstrating the program's success in fostering employability and sustainable career growth.

Case Study Highlight of Traineeship Program:

1.**Manahil Waheed's inspiring transformation from a housekeeping trainee to a Guest Relationship Officer (GRO)** illustrates the life-changing potential of skill development and traineeship programs. Armed with professional training from COTHM and practical experience at HOTEL One Multan, she secured a stable monthly income of 45,000 PKR. This milestone has allowed her to support her siblings' education while reigniting her own academic pursuits. Her journey is a testament to how structured opportunities can uplift individuals, empower families, and drive lasting socio-economic progress.

2. **The traineeship program has also changed the lives of many youth like Maryam Nazim.** After completing a 6-month beautician course at Exclusive International Multan, Maryam was referred to Signatures Beauty Salon for hands-on practical training. Following three months of dedicated effort, she received an offer to join the salon as a Senior Makeup Artist. Now earning 50,000 PKR per month, Maryam has become renowned for her bridal makeup and hairstyling skills, winning the admiration of many clients. Her journey underscores the program's role in creating sustainable livelihoods and enhancing professional growth.

3. **Haseeb, a young individual nominated from Union Council Nawabpur,** has successfully transformed his life through dedicated learning and opportunity. After completing a 6-month Graphic Designing course at MUX Institute Multan, he was referred by the Training Service Provider (TSP) to Time Exchange Company. Following the completion of his traineeship, Haseeb secured a rewarding position as a Resident Auditor and Counter Officer. This milestone not only showcases his determination and skill development but also highlights the impact of targeted training programs in empowering youth and opening doors to meaningful employment opportunities.

The successes of Manahil Maryam and Haseeb underscore the importance of investing in skill development and traineeship opportunities. Their journeys from trainees to accomplished professionals exemplify the potential of these programs to create sustainable livelihoods, empower women, and contribute to inclusive development.

Table 24: Traineeship details

Districts	**Men** (incl. PWD, Minority)	**Women** (incl. PWD, Minority)	**PWDs**		**Minorities**		**TG**	**Total**
			Men	**Women**	**Men**	**Women**		
Multan	66	51	2	1	4	3	3	120

A.3.7 Linkages building:

Completed: The Farmers Development Organization organized impactful linkage-building events in Multan to connect trained youth with Chambers of Commerce, trade unions, microfinance institutions like SMEDA, Akhuwat, banks, and industries, fostering opportunities for business development, employment, and entrepreneurship. These events aimed to introduce youth to institutional support programs, such as the PM's Kamyab Jawan Program and overseas job placement services, enabling them to secure employment, access loans, and enhance their entrepreneurial skills. Recognizing the success of these events, a larger workshop is planned to extend these benefits to more trainees across both districts, further

strengthening their integration into the business ecosystem. These activities underscore the commitment to building sustainable livelihoods, fostering economic resilience, and enhancing the business performance of youth in the region.

Participants of Linkages Building Event								
District	**Women**	**Men**	**TG**	**Out of which Minorities**		**Out of which PWDs**		Total
				Men	**Women**	**Men**	**Women**	
Multan	**70**	**114**	**-**	**3**	**3**	**1**	**1**	**184**
Total								**184**

Additional activities which FDO has conducted during the reporting period

- **CSO capacity building:** CSOs have shown enhanced capacities, enabling active participation in governance and community engagement. Sustainability is limited by a lack of comprehensive exit strategy.
- **Stakeholder Engagement:** Multi-stakeholder forums and financial support mechanisms empower CSOs and enhance collaboration with Local Authorities. Vocational training initiatives contribute to resilience-building for youth.
- **Gender and Inclusion:** The intervention demonstrates commitment to gender equality and social inclusion, actively targeting vulnerable groups. However, disparities are observed in women's representation across districts highlighting contextual challenges.
- **Communication and Visibility:** Compliance with EU communication and visibility guidelines is evident, yet not contributing enough to positioning and disseminating results.

2.3 Log frame matrix updated

The Logframe remains in place during the reporting period. Assumptions could not hold true for "1. Major disasters and reoccurrences of COVID-19 do not have serious implications" and "2. Security and political situation", for the objective and respectively outputs. The political situation deteriorated and is defined by uncertainty. Change of government, rallies and demonstrations impacted progress slightly. Transfers or LA and Administration staff caused delays in interaction with authorities. Inflation and price hikes are observed and will be monitored, an impact is expected especially during 2023.

	Result chain	Indicator	Baseline (value & reference year)	Target (value & reference year)	Current value* (2024) (*to be included in interim and final reports)	Source and mean of verification	Assumptions
Impact (Overall objective)	Minimized socio-economic vulnerabilities of communities, especially youth, in Multan, Bahawalpur and Hyderabad.	1. Proportion of the target community members reporting feeling more secure, valued, and dignified (disaggregated by sex, district, age group, and vulnerability)	Overall, 37%: **Multan** (Young boys 40%, Young girls 49%, Women 61%, PWDs 38%, Minority 39%, Trans 36%) **Bahawalpur** (Young boys 59%, Young girls 55%, Women 50%, PWDs 31%, Minority 38%, 41% Trans) **Hyderabad** (28% for young boys, 21% young girls, 27% Women, and 0% Trans, 24% for Minority and 24% PWDs)	1: 55	A Endline survey was conducted, inquiring about the feelings (secured, valued, dignified) from target community members before the initiation of the project. Values are mentioned below; Overall, 65.2% (Young boys 74.4%, young girls 77.0%, women 60.3%, PWDs 60.0%, Minority 63.3%, transgender 56.4%)	*1.End of project external evaluation report* **Annex 01 FDO Endline Report**	Not applicable
Outcome (s) (Specific objective(s))	Effective Civil Society, improved public services and	1. Percentage of CSO representatives express that the management, organizational and programmatic capacities & delivery	1: 0	1: 70 Year 3.5	100% of CSO representatives (from district Multan) express that the management, organizational and programmatic capacities and delivery at the organizational level have improved substantially.	*1a. Structured interview with CSOs end of programme.* *1b. End of project external evaluation*	1. Major disasters and reoccurrences of COVID-19 do not have serious implications.

	economically empowered target groups during and post-COVID19 times, in Bahawalpur, Hyderabad and Multan"	at the organizational level have improved substantially			The number of CSOs in Stage-2 dropped to 0, indicating that all organizations had moved beyond the early stages of development. The number of CSOs in Stage-3 decreased to 8, while those in Stage-4 increased to 9, and those in Stage-5 rose to 3. This demonstrated a clear trend of organizations advancing to higher stages of development over time.	***Annex 03_CSOs Annual FDO Endline Structured Assessment***	2. Security and Political situation remain stable. 3. The sensitized LA staff and local representatives will remain posted on their positions during the project period. 4. The trained and employed youth continue to pursue their jobs and don't quit. 5. Markets maintain their capacity to absorb enterprises and value chains
		2. Level of score on the scale of 0-5 by communities which indicates improved service delivery (quality, quantity, accountability & transparency) (disaggregated by districts) "	**Multan Score: 2** Solid Waste Management Company (1.84 score) PHED (2.15 score) School Education Department (03 score) Local Government and Community Development (2.79 score) **Bahawalpur Score: 1** Solid Waste Management Company (1.3 score) PHED 91.24 score) School Education Department (2.29 score) Local government and development services (1.1 score)	2: 2 Year3.5	The Community Score Card (CSC) Endline was completed. Values are given below; **Multan Score: 3** Solid Waste Management Company (3.33 score) PHED (3.57 score) School Education Department (3.83 score) Local Government and Community Development (3.86 score)	*2a. Community Score Card (CSC exercises on annual basis* *2b. CSC baseline, and end line reports* *2c. End of project external evaluation* **Annex 02_CSC Endline report and action plan**	

			Hyderabad Score: 2 Health Services (2.75 score) Education (2.34 score) PHED & WASA (2.83 score)				
		3.Percentage of youth involved in decision-making processes & forums (disaggregated by sex, literacy levels and age)	3: 0	3: 35 Year 3.5	50% of youth(18-29yrs) (35% men and 15% women) are involved in decision-making processes and forums i.e., TAGs, DCSNs, development of UCDPs, lobbying with LAs etc.	*3a. End of project evaluation report*	
		4. Percentage of complaints received through Complaints & Information Portal (CIP) are acknowledged & acted upon by relevant Line departments within stipulated time	4: 0	4: 70 Year 2.5-3.5	Overall 70 % complaint resolved and remaining will be proceed as per complaint nature.	*4a. Monthly CIP log sheet*	
Outputs	**Output 1:** Capacities of local CSOs are strengthened to mobilize and engage youth,	1.1. Number of CSOs reformed/ reorganized to make them inclusive and representative (disaggregated by districts, tehsils, and UCs)	1.1: 0	1.1: 60 Year 1.5	Total 20 CSOs in district Multan (10 in Tehsil Multan Saddar and 10 in Tehsil Multan City completed reorganization of their structure and included youth, transgender persons, and religious minorities in their membership (reported since the year 2021)	*1.1a. Organizational Structure/ organogram* *1.1b. Organizational resolution and mandate document*	1. Govt. regulations remain conducive for CSOs working. 2. Major disasters and reoccurrences of COVID-19 do not
		1.2. Number of Registered CSOs', who are provided with technical &	1.2: 0	1.2: 45 Year 1.5	As reported in the year 2022. Total 20 registered CSOs in District Multan (10 in Tehsil Multan Saddar and 10 in Tehsil Multan City), were	*1.2a. Structured CSOs assessments via interviews, documentation*	

	LAs and other stakeholders to jointly identify, prioritize and fund socio economic activities	programmatic trainings by the action (disaggregated by districts, tehsils and UCs)"			provided with technical & programmatic training. In 2024 Refresher sessions were conducted with 20 CSOs .	*reviews and observation* *1.3b. Organizational Capacity Building Plans based on assessments* *1.4c. Interactive classroom trainings* *1.5d Attendance sheets* *1.6e. Training evaluations & reports*	have serious implications. 3. CSOs proactively communicate and engage with all stakeholders without any political influence. 4. CSOs maintain transparent and accountable systems within organizations and do not get involved in fraudulent activity. 5. Communities adopt RCCE and BCC messages into their daily lives. 6. Security and safety environment remain stable during the programme
		1.3. Number of CSOs from indicator 1.2 have improved technical & programmatic capacity on a scale of 1 to 5 by at least 3 points"	1.3: In district Hyderabad, 13 CSOs were on scale 1, 5 on scale 2, 1 on scale 3 and 1 on scale 4. In Multan district, 14 CSOs were on scale 1, 5 on scale 2, and 1 CSOs on scale 3. In Bahawalpur, 11 CSOs were on scale 1,6 on scale 2, and 3 on scale 3.	1.3: 45 Year 2-3.5	The number of CSOs in Stage-2 dropped to 0, indicating that all organizations had moved beyond the early stages of development. The number of CSOs in Stage-3 decreased to 8, while those in Stage-4 increased to 9, and those in Stage-5 rose to 3. This demonstrated a clear trend of organizations advancing to higher stages of development over time in the last quarter of 2024.	*1.3a. Annual structured performance assessment of CSOs technical & programmatic capacities* *1.3b Assessment reports for each CSO* ***Annex 03_CSOs Annual Midline Structured Assessment***	
		1.4. Number of inclusive CSOs trained in the topics pertaining to rights, civic responsibilities, participation/ engagement & feedback (disaggregated by UCs, tehsils, & districts)"	1.4 0	1.4: 69 Year 1.5	As reported in 2022; total 23 CSOs (20 CSOs in Multan and 02 TAGs and 01 DCSNs) trained on rights, and civic responsibilities, participation/ engagement & feedback.	*1.4a. Structured assessments via interviews, and questionnaires* *1.4 b. CSOs Capacity Building Plans* *1.4c. Interactive classroom trainings* *1.4d. Training attendance sheets* *1.4e. Training evaluations*	

						1.4f. training reports by trainers *1.4g. Photos*	implementation period.
		1.5. Number of programmes supported CSOs actively participating in multi stakeholder dialogue forums and meetings organized by LAs and other stakeholders (disaggregated by tehsils, districts).	1.5: 0	1.5: 45 Year 2-3.5	5 Programme supported CSOs (03from Tehsil City, 02 Tehsil Saddar of district Multan), participated in 16 multi-stakeholder dialogue forums and meetings organized by LAs and other stakeholders.	*1.5a. Copies of meetings' attendance sheets* *1.5b. Copies of Minutes of Meetings* ***Annex 04_Copies of Minutes of Meetings***	
		1.6. Number of community (projects and schemes prioritized jointly with target groups from UC- DPs are funded and completed (disaggregated by districts and schemes)	1.6: 0	1.6: 45 Year 2.5-3.5	19 community projects and schemes (09 projects on WASH, 02 projects on Education, 07 projects on youth empowerment, 01 project is on Agriculture and livestock were in District Multan) prioritized jointly with target groups) from UC-DPs are funded and in progress.	*1.6a. Community meetings, & trans-walks for needs identification & documentation* *1.6b. Copies of contract agreements for all funded projects* *1.6c. Projects completion certificates* *1.6d. Progress & financial expenditure reports* *1.6e. Before and after photos of infrastructure projects* ***Annex 08_ Copies of contract agreements for all funded projects***	

	Output 2: CSOs, LAs and communities reached higher level of collaboration, cooperation, knowhow and transparency for adequate citizen-orientated services	2.1. Percentage of LAs' personnel trained by the project showing improved knowledge and understanding of their roles, obligations & principles of Open Government	2.1: 0	2.1: 80 Year 1.5	In 2023, 90% LAs' personnel in Multan trained by the project showing improved knowledge and understanding of roles, obligations & principles of Open Government. Overall (2022-2023) 87% LAs' personnel trained by the project showing improved knowledge and understanding of roles, obligations & principles of Open Government. After the refresher of LAs more then 70% of LAs personnel trained by the project showing improved knowledge.	*2.1a. Interactive classroom trainings* *2.1b. pre-and post-training knowledge assessment through structured questionnaires* *2.1c. Training reports by trainers* ***Annex 05_ LA Training Report by trainers(pre-posttest)***	
		2.2. Number of local level advocacy and dialogue meetings between LAs, CSOs and other key actors on issues of informal sectors (slums) and of target groups (disaggregated by tehsils & districts)	2.2: 0	2.2: 60 Year 2-3.5	In 2024, 50 local level advocacy and dialogue meetings between LAs, CSOs and other key actors on issues of informal sectors (slums) and of target groups.	*2.2a. Copies of attendance of each meeting* *2.2b. Minutes of meetings"* ***Annex 06_Minutes of meetings between LAs, CSOs and other Key Actors***	
		2.3. Number of recommendations by CSOs from UC-DPs are incorporated in Action Plans by LAs and other stakeholders at various district forums, meeting the following criteria: the projects were part of the local plans	2.3: 0	2.3: 12 Year 2-3.5	In 2023 -24 13 recommendations by CSOs (07 in Tehsil City & 06 in Tehsil Saddar district Multan) from UC-DPs were incorporated in Action Plans by LAs and other stakeholders i.e., education department, waste management department, and district authorities following criteria: the projects were part of the local plans /strategies; - representatives of target groups	*2.3a. CSOs participation in coordination meetings, CSC inter-face dialogues & town-hall meetings* *2.3b. Districts & Tehsils Annual Development plans, budgets and reports uploaded on CIP- MIS*	

		/strategies; - representatives of target groups were involved in the planning & prioritization (disaggregated by tehsils & districts"			were involved in the planning & prioritization.	*2.3c. CSC action plans and reports* ***Annex 14_District wise Union Council Development Plans (UC-DPs)*** ***Annex_07 District Notifications***	
		2.4. Number of notifications issued by District Administration for allocation of resources in districts annual budgets for CIP-MIS sustained functionality (HR, finances, office space etc.)"	2.4: 0	2.4: 3 Year 2.5	01 notification issued by Multan District Administration on establishment of CIP for allocation of resources in districts annual budgets for CIP-MIS sustained functionality (HR, finances, office space etc.)	*2.4a. Negotiation meetings with districts LAs for CIP-MIS establishment* *2.4b. Copy of the notification letters* *2.4c. Annual districts budget allocation* ***Annex 09_Copy of the notification letters***	
		2.5. Percentage of CSOs conducting information sharing and public service campaigns on RCCE for COVID-19 and SBCC jointly with LAs (disaggregated by tehsils & districts)	2.5: 0	2.5: 70 Year 2-3.5	Out of20, 15 (50%) of CSOs(50% from Tehsil City, 50% from Tehsil Saddar of district Multan, conducted information sharing and public service campaigns i.e., celebration of 16 days of activism, Gender responsive, birth registration, international day of PWDs, and world Human Rights Day celebration etc. and received appreciation letters. Overall, (2022-2023) 65% of CSOs conducted information sharing and public service campaigns. Attached here MOV as 65% of CSOs conducted information sharing and public services compaign	*2.5a. Copies of official letters of invitations/ appreciation by LAs* *2.5b. Campaigns reports* *2.5c. Campaigns photos* ***C***	
	Output 3:	3.1. Number of youths identified & motivated by CSOs	3.1: 0	3.1: 1620 [Female: 729,	Total 360 youth (205 men, 151 women, 12 (7 men and 5 women) from Minority group, 9 PWDs (0	*3.1a. Trainees database* *3.1b. Field Monitoring*	

	CSOs are able to support youth, especially females, persons with disabilities, transgender and other minority groups across selected trades	who completed full packages of trainings (vocational/ entrepreneurial & life skills) (disaggregated by sex and trades)		Male: 729 Transgender & minority groups: 162; PWDs inclusive] Year 2-2.5	7men and 02 women), 04 transgender) youth, identified & motivated by CSOs, completed full packages of trainings (vocational/entrepreneurial & life skills). Please refer activity 3.1 and 3.5 for detailed trade segregation.	*& Progress Reports* *3.1c. Trainees Attendances Sheets* ***Annex 12 Trainees database trade wise and list of career counselling participants***	
		3.2. Number of entrepreneurs that established registered enterprises pursuing a business plan (disaggregated by sex of owner and tehsils/ districts)	3.2: 0	3.2: 120 Transgender=6 Men=45 Women=69	As of now, 40 (total 28 men, 12 women including 06 men from PWDs groups and 02 men from minorities group from district Multan. entrepreneurs were trained in enterprise development and in process of business registration.	3.2a. Business development plans 3.2b. Copies of registration of businesses enterprises	
		3.3. Percentage of TSP instructors & CSOs members (trained under project) who are known and approachable for psychosocial support to students, trainees & apprentices (project supported, and non- project supported) (disaggregated by sex, TSPs instructor/ CSOs members & districts)	3.3: 0	3.3: 70 Year 2-2.5	100% (10 TSPs instructors; 04 women and 06 men from Multan district, and 20 CSOs members; 07 women and 13 men from Multan district) are known and approachable for psychosocial support to students, trainees & apprentices (project supported, and non- project supported).	3.3a. Interactive classroom trainings 3.3b. Training attendance sheets 3.3c. Field Monitoring including trainees & instructors' feedback Reports ***Annex 13_ Trainees feedback reports***	
		3.4: Number of trained youths	3.4: 0	3.4: 1135 Year 3.5	(Tracer study is conducted by third party and it will be updated when	3.4a. Structured interviews	

		undertaking trade specific income generating activities			report will be provided by consultant).	3.4b. Tracer Study Reports	

2.4. Activity Matrix

Activity statuses are updated against the 3rd years' plan (in bold font) as per section 2.2.B. Means are adjusted as per the approved budget and updated with expenses occurred during the reporting period.

A. 1.1 Identification of 69 community-based organizations and other existing (functional and semi functional) forums and networks in the areas **(Completed)** **A. 1.1.1:** Mobilize, organize, or restructure functional and semi functional CBOs, volunteer groups, youth networks at UC and Tehsil level and clustered in District Civil Society Network (DCSN) at each district **(Completed)** **A. 1.2** Capacity Development of 69 CSOs based on functional and technical Capacity Needs and Development Plans covering training sessions and exposure visits for following topics **(Completed)** – Record keeping, organizational policies, bylaws, grants and financial management. – Project cycle management, participatory needs assessment, prioritization, and participatory development, -Community-led participatory development (exposure visit) – Stakeholder engagement & advocacy skills, monitoring & feedback techniques – Civic Responsibilities and Rights; Humans rights, RTI, RTS, RTF. – Use of grievances redressal mechanism and community led monitoring. – COVID-19 SOPs, RCCE, SBCC, rumour management – Community Score Card, Poverty Scorecard **A.1.3:** Liaison development of CSOs with Line departments, local authorities, and private sector for needs communication through: **(ongoing)** – Quarterly TAGs dialogues/meetings with Las at tehsils levels – Regular DCSNs meetings with district LAs **A.1.4:** CSOs develop 3 years Inclusive UC -Development Plans **(Completed)** **A.1.5:** CSOs develop and submit proposals to the programme (Financial support to third parties, FSTP), Las & private sector agencies on prioritized needs identified in UC Development Plans **(On going)** **A.1.6:** Engage CSOs & youth in implementation and monitoring of small projects from UC Development Plans and COVID-19 & Health & Hygiene awareness campaigns: **(ongoing)** – CSOs identify and orient active youth in their localities on civic social responsibilities, RCCE, SBCC, Rumour Management, monitoring of development projects (incl. FSTP projects) – CSOs implement FSTP projects and COVID-19 awareness campaigns. – Participate in implementation and community led monitoring (schemes, awareness campaigns) – Involvement of youth in development plans, identification & prioritization of their needs, COVID-19 and SBCC campaigns	***Means are for the whole programmatic operations & activities.*** ***Costs*** *A.1.1: € 4182 Expenses; 4181.78 Euro A.1.2: 188,406 Expenses 190,584 A.1.3: € 488 Expenses 487 A.1.4: € 15,220 Expenses 13,960 A.1.5: € 259,614 Expenses 253,000 A,1.6: WHH Budget line Expenses*	***Assumptions*** *1.Govt. regulations remain conducive for CSOs working 2.Major disasters and reoccurrences of COVID-19 do not have any serious implication 3.Security & Political situation remains stable* *Assumption held only partly true during the reporting, period. An update is provided above.*
A.2.1: Sensitization of Local Authorities (LAs) based on knowledge and capacity assessment **(Completed)**	*A.2.1: € 4,340, Expenses 4,339 Euro*	

A.2.2: Engagement of CSOs with Relevant Las in Interface dialogues and develop gender specific & inclusive Action Plans, with allocated resources and follow up actions **(ongoing)** **A.2.3** CSOs linkage development with Government and Non-Government COVID-19 Response and other Coordination Forums at district level **(ongoing)** – Workshop to include DCSNs as CSOs representative body in COVID response coordination forums by different stakeholders, incl. DMA. – Workshops are held with coordination stakeholders and DCSNs. **A.2.4**: CSOs linkage development with Government and Non-Government COVID-19 Response and other Coordination Forums at district level. (ongoing) -Workshops to include DCSNs as CSOs' representative body in COVID-19 response coordination forums by different stakeholders incl DMA -Workshops are held with coordination stakeholders and DCSNs **A.2.5:** CSOs support Las in mass awareness in Risk Communication and Community Engagement (RCCE) for COVID-19/other Epidemic/Pandemics and Social & Behavioral change Communication (BCC) on health, hygiene, coping with stress etc. **(ongoing)** – Trainings of CSOs and Las on COVID-19 RCCE, SBCC, health hygiene, Rumour management – CSOs and Las develop joint action plans for awareness campaigns to contain COVID-19 spread. – Campaigns through SMS, WhatsApp messages, radio messages and local and traditional ways including youth, women, and minorities representatives	*A.2.2: € 3,624, Expenses 3,461* *A2.3 : € 3,803, Expenses 2,186 Euro* *A.2.4: € 4,850, Expenses 5,523 Euro* *A.2.5: € 20328, Expenses 18,128 Euro*	
A.3.1: Vocational and skills education: Special courses & trades for women, PWDs and transgender **(ongoing)** **A.3.2:** Enterprise Development for skilled or small business owner youth (esp. females and PWDs) like training on business development planning, company registration procedures, marketing, adherence to and operation under COVID-19 SOPs, linkages with financial institutes and support programs **(ongoing)** **A.3.3:** Improvement in selected value chains by capacitating youth with new technologies & coping strategies: **(ongoing)** -Market analysis and selection of on-farm or off-farm value chains for each district (pilot activity) Integration of relevant youth from A.3.1 and A.3.2 in selected value chain like in packaging, marketing and/or promotion and advertisement, through value chain specific trainings, contact initiation and material support **A.3.4:** Strengthen TSPs through Covid-19 prevention SOPs; develop and/or elaborate existing national and international working SOPs. Separate SOPs to be designed and integrated as part of the trainings for classrooms and workplaces **(ongoing)** **A.3.5:** Career Counselling, Life Skills and Mental Wellbeing; Improvement in existing career counselling services offered by TSPs and staff trained on delivering life skills & psychological counselling. **(completed)** **A.3.6:** Traineeship; After completion of courses, trainees will be placed at various workplaces to gain practical knowledge, & skills **(ongoing)**	*A.3.1: € 29,462 , Expenses :29,172* *A.3.2: € 2,107, Expenses 2,204* *A.3.3: € 4,754 Expenses 5,862* *A.3.4: € WHH budget line expenses* *A.3.5: € 5,778 Eexpenses 5,777* *A.3.6: € 3,736, expenses 3,855* *A.3.7: € 1,818, expenses 1,808*	

A.3.7: Linkages Building; The businesses and certified trainees will further be linked with business development, job placement and financial institutes as well as with government youth development schemes. **(ongoing)**		

2.5 Updated Action Plan for 2024

The Action Plan is updated for activities planned for the year 2024, including the planned No cost Extension timeline covering activities raised by the ROM mission as well as project partners.

Year 2024													
	Half-year 1						Half-year 2 NCE						Implementing body
Activity Month	1	2	3	4	5	6	7	8	9	10	11	12	
A.1.1. Identification of 69 registered community-based organizations and other existing (functional and semi functional) forums and networks (TAG, DCSN)													WHH/CWW/LPP/FDO/TRDP
A. 1.1.1: Mobilize, organize, or restructure functional and semi functional CBOs, volunteer groups, youth networks at UC and Tehsil level and clustered in District Civil Society Network (DCSN) at each district													WHH/CWW/LPP/FDO/TRDP
A.1.2: Capacity Development of 69 CSOs based on functional and technical Capacity Needs and Development Plans.													WHH/CWW/LPP/FDO/TRDP
A.1.3: Liaison development of CSOs with line departments, local authorities, and private sector for needs communication													WHH/CWW/LPP/FDO/TRDP
A.1.4: CSOs develop years Inclusive UC-DPs													WHH/CWW/LPP/FDO/TRDP
A.1.5: CSOs develop and submit proposals to the Program (FSTP), LAs and private sector agencies on prioritized needs identified in UC-DPs													WHH/CWW/LPP/FDO/TRDP
A.1.6: Engage CSOs and Youth in implementation and monitoring of small projects from Community development plan and COVID-19 and Health and Hygiene awareness campaigns.													WHH/CWW/LPP/FDO/TRDP
2.1. Sensitization of Local Authorities (LAs) on the principles of Open Government, rules of business, Grievance Redressed Mechanism (GRM), participatory planning and budgeting													WHH/CWW/LPP/FDO/TRDP
A.2.2: Engagement of CSOs with Relevant LAs in-Interface Dialogues and develop gender specific & inclusive Action Plans, with allocated resources and follow up actions													WHH/CWW/LPP/FDO/TRDP
A.2.3: Establishment of Feedback and Citizen's Information Portal-Management Information System (CIP-MIS) in District Government Office													WHH/CWW/LPP/FDO/TRDP
A.2.4 CSOs' linkage development with Government and Non-Government COVID-19 Response and other Coordination Forums at district level-Workshops to include DCSNs as CSOs'													WHH/CWW/LPP/FDO/TRDP

representative body in COVID response coordination forums by different stakeholders, incl. DMA. - Workshops are held with coordination stakeholders and DCSNs.													
A.2.5: CSOs support LAs in-mass awareness in Risk Communication and Community Engagement (RCCE) for COVID-19/other Epidemic/Pandemics and Social& Behaviour Change Communication (BCC) on health, hygiene, coping with stress etc.- Trainings of CSOs and LAs on COVID-19 RCCE, SBCC, health hygiene, Rumour management- CSOs and LAs develop joint action plans for awareness campaigns to contain COVID-19 spread- Campaigns through SMS, WhatsApp messages, radio messages and local and traditional ways including youth, women and minorities representatives													WHH/CWW/ LPP/FDO/ TRDP
3.1. Vocational and skills education for Youth													WHH/CWW/ LPP/FDO/ TRDP
3.2. Enterprise development for skilled or small business owner youth													WHH/CWW/ LPP/FDO/ TRDP
3.3. Improvement in selected value chain by capacitating youth with new technologies and coping strategies													WHH/CWW/ LPP/FDO/ TRDP
3.4. Strengthened training service providers (TSPs) through COVID-19 prevention SOPs;													WHH/CWW/ LPP/FDO/ TRDP
3.5. Career counselling, life skills and mental wellbeing													WHH/CWW/ LPP/FDO/ TRDP
3.6. Traineeship: after completion of courses, Trainees will be placed at various workplaces to grain practical knowledge skills													WHH/CWW/ LPP/FDO/ TRDP
3.7. linkages building: the businesses and certified trainees will further be linked with business development, job placement and financial institutes as well as with Govt youth development schemes													WHH/CWW/ LPP/FDO/ TRDP

3. Beneficiaries/affiliated entities and other Cooperation

3.1. ***How do you assess the relationship between the beneficiaries/affiliated entities of this grant contract (i.e., those having signed the mandate for the coordinator or the affiliated entity statement)? Please provide specific information for each beneficiary/affiliated entity.***

The relationship between the project partners remained positive. WHH's partner FDO and TRDP are longstanding partners, cooperate in other projects (e.g. BMZ, ECHO-funded) and are in constant exchange with WHH's project teams, technical advisors, support units and management team. WHH and Concern Worldwide (CWW), as Alliance 2015 members also maintain exchange and cooperation through other interventions, e.g.-funded resilience-building project BRAVE. CWW's partner LPP is also an implementation partner of WHH. As such all local organizations participate in partnership events and capacity building arranged by WHH and contribute to a successful partnership. Throughout the year 2023 all partners engaged in review meetings and technical exchange. It was however observed that project-related coordination with CWW was affected by slower response than previously. CWW and LPP applied a slightly different timing to activities, which was further affected by delays. WHH, CWW and LPP conducted joint review and planning meetings. WHH shared approaches and lessons learnt from Hyderabad and Multan. The Implementation Plan of LPP was revised

accordingly. WHH and CWW further engaged in mutual exchange on project and management level. Partner TRDP was affected by staff turnovers within the project team, which also led to slowed coordination. Overall, however cooperation remained transparent and supportive.
The relationship between the beneficiaries and affiliated entities of this grant contract has remained consistently positive and collaborative, contributing to the project's overall success. WHH's longstanding partnership with FDO has been particularly robust, as both organizations have a history of working together on other initiatives, such as BMZ- and ECHO-funded projects.

Local partner organizations have also played a critical role in this grant's success. They actively participate in partnership events and capacity-building activities arranged by WHH, which has enhanced their technical and operational capacities. Their contributions in community engagement, advocacy, and service delivery have been instrumental in achieving the project's objectives.
Overall, the strong and cooperative relationships between WHH, its partners, and local organizations have created a synergistic environment that supports effective project implementation, accountability, and sustainability, ensuring lasting benefits for the targeted communities.

3.2 How would you assess the relationship between your organization and State authorities in the Action countries? How has this relationship affected the Action?

Relationships between WHH and state authorities involved in the project remained supportive and driven by mutual interest. Though the overall political situation might have affected timely processes within the authorities, cooperation was open and fruitful. Local Authorities cooperated with project CSOs as well as partners, participated in and supported project interventions. Information about the project is regularly shared with District and Tehsil administrations. Especially collaboration with the provincial Technical and Vocational Training Authorities (TEVTA) contributed to the actions' progress and fosters sustainability for future youth vocational education as well as interaction with CSOs to support economic development of youth. WHH signed Memorandums of Understanding with the TEVTAs. As per MoUs all partners entered in a cooperative framework with the TVET authorities, also including the Trade Testing Boards of Punjab and Sindh, and the Sindh Board of Technical Education (SBTE). WHHs renewal of its MoU with the Government of Pakistan was not granted. WHH was informed in October 2023 and submitted an appeal. Decision is pending since then, WHH engages with relevant authorities and is hopeful to receive the MoU. The action, same as other projects, were not affected. WHH complies with MoU requirements and reports all projects.

The relationships between WHH and state authorities involved in the project have remained supportive and mutually beneficial, fostering a strong foundation for future collaboration. While the overall political climate may have impacted the timeliness of some processes within the authorities, the cooperation remained open, productive, and focused on shared goals. Local Authorities worked closely with project CSOs and partners, actively participating in and supporting various project interventions. Regular information exchanges with District and Tehsil administrations ensured continued alignment and engagement.
A particularly notable aspect of the collaboration was with the provincial Technical and Vocational Training Authorities (TEVTA), whose partnership played a significant role in advancing the project's goals. This collaboration has not only contributed to the success of the project but also laid the groundwork for the sustainability of future youth vocational education initiatives. The interaction between TEVTA and CSOs has supported the economic development of youth, ensuring that project outcomes have lasting impact.

WHH formalized this partnership by signing Memorandums of Understanding (MoUs) with the TEVTAs, establishing a clear cooperative framework between all partners and the TVET authorities. This collaborative approach creates a solid basis for continued engagement with local and provincial government bodies, ensuring ongoing support for youth development and vocational training initiatives in the future.

3.3 ***Where applicable, describe your relationship with any other organisations involved in implementing the Action:***

- ***Associate(s) (if any;*** *N/A*
- ***Contractor(s) (if any*)**; During the reporting period, consultants were hired for the capacity building of TSPs on Covid 19 and Pandemic SOPs. Poverty Score card and Community Score Card, Capacity Building of LAs in Multan. The working relationship with these external consultants remained positive and transparent.
- ***Final beneficiaries and target groups;*** As in previous years, the relationship between CSOs, community members, youth, TSPs and LAs remained very positive and driven by mutual interest and support. Especially CSOs present high interests in learning, cooperation and presentation of their progress. High motivation of youth is visible.
- ***Other third parties involved (including other donors, other government agencies or local government units, NGOs, etc);*** WHH kept on promoting the action and its practices among its partnership base and donors, especially with the German Ministry of Economic Cooperation and Development.

3.4. Where applicable, outline any links and synergies you have developed with other actions.

WHH and partners build synergies with other ongoing interventions which fosters cooperation with LAs and linkages of CSOs and youth to other support programs. Close interaction is continued with WHH's BMZ-funded project "Strengthening the economic resilience of youth through economic empowerment in three provinces (KP, Punjab, Sindh)", including district Bahawalpur and Hyderabad Division. This project supports youth, TSP, CSOs and the TEVTAs towards quality vocational training and implementation of national TVET standards. As such, experience from both projects in terms of TVET courses, certification, linkage building, follow-up support to youth as well as CSO mobilization, are shared and incorporated in activity implementation. WHH and partners also exchange with the GIZ TVET sector programme and align its TVET interventions, e.g. selection of content for entrepreneur kits for trainees, connecting TSPs and CSOs with the program. Specific linkages with the Disaster Management Authorities and Rescue 1122 through past and ongoing interventions (e.g. FCDO-funded Building Disaster Resilience, heat wave and flood responses, BMZ-funded WASH system strengthening project) supported and fostered interaction between the departments and CSOs and is assumed to support possible disaster response in future. WHH implements the project "Urban food production, Increasing resilience for urban poor household in marginalized neighbourhoods in Hyderabad" and shares practices from this action, particularly regarding interaction of communities with Local Authorities.

WHH and FDO have successfully built synergies with other ongoing interventions, enhancing cooperation with Local Authorities (LAs) and establishing strong linkages between CSOs, youth, and additional support programs. This project specifically supports youth, TSPs, CSOs, and the TEVTAs in advancing quality vocational training and aligning with national TVET standards. The experiences and insights gained from both projects, particularly regarding TVET courses, certification processes, linkage development, youth follow-up support, and CSO mobilization, are shared and integrated into the implementation of activities.

Additionally, WHH and its partners engage in regular exchanges with the GIZ TVET Sector Programme, ensuring that their TVET interventions are aligned. For example, they collaborate on selecting content for entrepreneur kits for trainees and work to connect TSPs and CSOs with GIZ's program, further enhancing the impact and sustainability of their vocational training efforts.

3.5. If your organisation has received previous EU grants in view of strengthening the same target group, in how far has this action been able to build upon/complement the previous one(s)? (List all previous relevant EU grants).

Welthungerhilfe has not received previous or ongoing EU grants in support for the same target groups.

3.6. Where applicable, include a traineeship report on each traineeship which ended in the reporting period to be prepared by the trainee including the result of the traineeship and assessment of the qualifications obtained by the trainee with a view to his/her future employment.

A report will be provided after 3 months after completion of the trainee-ships.

4. Visibility

How is the visibility of the EU contribution being ensured in the action?

Project partners are bound to the action's Communication & Visibility Plan (updated Plan as Annex 16), prepared based on the "Communication and Visibility in EU-finance external actions, 2018" guidelines.

All partners inform project participants and the general public about the projects and the contribution of the EU. The project aims to strengthen its communication efforts during the remaining project duration and planned No Cost Extension period. Following communication and visibility tools were produced and disseminated during the year 2023. Visibility material is attached as **Annex 15_Visibility Material**

Activities	Type of visibility	Multan	Total
Project Activities/ Training Events	Training Manual	80	
	Training Module/Participants Handbook	1200	
	Training Certificates	0	
	Training Participant writing/note pad/brochures	1200	
	Training Participant file folder	1500	
	CRM banner for training events	20	
	Training Banners	30	
	Project Standees	25	
Campaigns	Banners	65	
CRM banners (CSO0	Banners/CRM Boxes	20	
	Code of conduct banner	5	
	CRM banner handed over to CSOs	30	
Tool kit distribution	Skilled Training Tool kit distribution	299	
Exposure visit	Shields	0	

The European Commission may wish to publicise the results of Actions. Do you have any objection to this report being published on the EuropeAid website? If so, please state your objections here.
No objection.

Annexes
Annex 01_Consolidated Baseline Report
Annex 02_CSC reports and action plans
Annex 03_CSOs Annual Midline Structured Assessment
Annex 04_Copies of Minutes of Meetings conducted by LAs.
Annex 05_ LA Training Report by trainers(pre-posttest)
Annex 06_Minutes of meetings between LAs, CSOs and other Key Actors
Annex 07_District Notifications
Annex 08_ Copies of contract agreements for all funded projects
Annex 09_Copy of the notification letters
Annex 10_ Copies of official letters of invitations or appreciation by LAs
Annex 11_Campaigns reports
Annex 12_Trainees database trade wise and list of career counselling participants
Annex 13_ Trainees feedback reports
Annex 14_District wise Union Council Development Plans (UC-DPs)
Annex 15_Visibility Material
Annex 16_Communication plan
Annex 17_Training reports.
Annex 18_Exposure Visit Reports
Annex 19_Value Chain and Enterprise Development
Annex 20_Tool kits distribution ceremony
Annex 21_TSPs SOPs training reports and SOPs
Annex 22_Workshop's reports

Name of the contact person for the Action:

Aisha Jamshed, Country Director Welthungerhilfe Pakistan

Signature: ……

Location: Islamabad

Date revised report due:

Date revised report sent: