RESTRUCTURING PAPER

ON A

PROPOSED PROJECT RESTRUCTURING

OF

DEVELOPING ARTISANAL LIVELIHOODS IN RURAL PAKISTAN (RANG)

APPROVED ON FEBRUARY 14, 2014

TO

INDUS HERITAGE TRUST

AGRICULTURE

SOUTH ASIA

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Senior Global Practice Director: Juergen Voegele
Acting Practice Manager/Manager: Chakib Jenane
Task Team Leader: Vinayak Narayan Ghatate
<table>
<thead>
<tr>
<th>ABBREVIATIONS AND ACRONYMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>JSDF</td>
</tr>
<tr>
<td>IHT</td>
</tr>
<tr>
<td>CFC</td>
</tr>
<tr>
<td>PMIC</td>
</tr>
<tr>
<td>BISP</td>
</tr>
<tr>
<td>PSDF</td>
</tr>
</tbody>
</table>
BASIC DATA

Product Information

<table>
<thead>
<tr>
<th>Project ID</th>
<th>Financing Instrument</th>
</tr>
</thead>
<tbody>
<tr>
<td>P145420</td>
<td>Investment Project Financing</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Original EA Category</th>
<th>Current EA Category</th>
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<tbody>
<tr>
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<td>Not Required (C)</td>
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<table>
<thead>
<tr>
<th>Approval Date</th>
<th>Current Closing Date</th>
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<tbody>
<tr>
<td>14-Feb-2014</td>
<td>21-May-2018</td>
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Organizations

<table>
<thead>
<tr>
<th>Borrower</th>
<th>Responsible Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indus Heritage Trust</td>
<td>Indus Heritage Trust</td>
</tr>
</tbody>
</table>

Project Development Objective (PDO)

Original PDO

The overall objective is to improve the livelihood opportunities for rural artisans. It will demonstrate to policy makers the effectiveness of a crafts-based cluster approach to poverty alleviation and to improve living conditions for weavers and embroiderers (especially women and girls) and their families in targeted communities in Punjab and Sindh.

The project aims to assist an estimated 2,600 vulnerable artisan families/households, especially targeting women headed households, at the bottom of the pyramid to help them rebuild their lives, access sustainable livelihoods through establishing their own artisan institutions and consequently achieve robust economic and social empowerment. With an average family size of 7 individuals in each household in the project areas, the project is expected to benefit an overall population of about 18,200 individuals. Out of the total number of beneficiaries, 70% of the beneficiaries are expected to be women.
I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

1. **Summary**: The proposed changes are: (i) a no-cost extension of the current closing date by 12 months from May 21, 2018 to May 21, 2019, and (ii) reallocation of Grant proceeds of $178,569 and $17,782 from the Categories 3-Sub grants and 1-Goods respectively to Category 4-Training and Workshops. The purpose of the extension is to ensure long term sustainability of cluster enterprises through capacity building of grassroots managers in leadership and management functions.

2. **Background**: The grant turned effective on May 21, 2014 and is currently scheduled to close on May 21, 2018. The primary objective of this project is to improve livelihood opportunities for rural artisans. In addition, it aims to demonstrate to policy makers the effectiveness of a crafts-based cluster approach to poverty alleviation leading to improved living conditions for weavers and embroiderers (especially women and girls) and their families in targeted communities in Punjab and Sindh. Grant recipient is Indus Heritage Trust (IHT). The project has four components, namely, (a) "Cluster Development and Capacity Building" aimed at organizing rural artisans into grassroots institutions and facilitating skill development and capacity building in various areas, (b) "Community Artisan Investment Fund", aimed at setting up Common Facility Centers (CFCs), strengthening higher level artisan institutions such as cluster enterprises and creating revolving funds for working capital and other needs, (c) "Marketing, Trade Facilitation and Support Services", aimed at developing national and global market linkages, participating in national and international exhibitions, brand development and other related areas, and (d) "Monitoring and Evaluation, and Knowledge Dissemination and Project Management and Administration".

3. **Project Status and Progress on key fronts**: Out of a total grant amount of US$2.8 million, disbursement currently stands at US$ 2.12 million. (75.7%). The project has made strong progress in activities across all components, and is well placed to achieve Project Development Objectives. The midline assessment reported an income increase of 47% via handicrafts for households participating in the project. The report also revealed a 25% increase in the number of days of employment among respondents. Targets for several indicators have already been met or exceeded. Outreach and organizing activities have been completed. 2700 artisans (104% of target) have been organized into 103 artisan groups and 17 cluster enterprises (113% of target). All 2700 beneficiaries are women (142% of target). 2 CFCs have been established, one each in Punjab and Sindh (100% of target). IHT has been able to successfully leverage national and international linkages developed through participation in 11 high profile exhibitions, including 6 international exhibitions (such as NY-NOW). Cumulative sales figure on April 16, 2018...
stood at Rs. 6,907,436 (US$ 60,000). 65% of this is in international markets, with partnerships with big brands. The total sales figure represents more than a five-fold increase over the sales figure of Rs. 1,323,761 (US$ 11,452) on June 30, 2017, indicating a positive growth trend in sales. An Implementation Support Mission undertaken in April 2018 assessed the pace of implementation and progress in key areas to be satisfactory, and emphasized on capacity building and strengthening of nascent institutions to ensure their sustainability. Overall rating as per latest ISR (May 2018) is "Satisfactory". Ratings for Project Management, Implementation, Procurement and Financial Management are "Satisfactory" as well. Component-wise, the progress is as follows:

a. **Component 1: Cluster Development and Capacity Building:** IHT has undertaken interventions in 8 districts of Punjab and Sindh: Bahawalpur, Lodhran, Muzaffargarh, Vehari, Sukkur, Khairpur, Hyderabad, and Tharparkar. Five Artisan Design Resource Centers (ADRCs) have been established in Islamabad, Bahawalpur, Sukkur, Tharparkar and Hyderabad. Since the beginning of the project, IHT has conducted 103 skill assessment workshops, 150 sample development workshops, 1,429 home workshops and 21 institution building & capacity building workshops. More than 2,000 prototypes were developed during skill assessment. 4,082 samples and 116,639 products were developed for sale during home workshops towards order fulfillment. Besides these, a series of design development and order management workshops were conducted at the individual and group level. 3 training modules have been developed in hand embroidery, adda work and institution building. 3 stitching units have been established in Islamabad, Sukkur and Bahawalpur.

b. **Component 2: Community Artisan Investment Fund:** IHT has undertaken a series of measures to improve financial literacy and strengthen access to finance. Focal committees have been formulated at AG level, and trainings provided on financial management. IHT has introduced the Mobile Cash mechanism which has digitized payment procedures, enabling artisans to collect payment from buyers remotely. Artisans have been trained in mobile banking, to pay and receive payments. Health insurance has been introduced. IHT is now in the process of partnering with Pakistan Microfinance Investment Company (PMIC) to make available interest free loans for artisans. In addition, IHT has engaged a business plan consultant to develop a comprehensive plan to chart its trajectory beyond project period.

c. **Component 3: Marketing, Trade Facilitation and Support Services:** IHT has clearly identified target markets and prepared a holistic marketing and sales strategy. IHT has showcased its beneficiaries’ products in 11 national and international events through which it has developed a number of business linkages. IHT has been able to successfully market its products in the competitive North American market, and develop business contacts / relationships with international bulk buyers such as Veero, Colorbyamber, Giraffe, IBU, Fisher Home, Casador Realty, Minzuu, Meg Braff Designs, Milk Weeds, Drake and Khan, Valerriane, Pergolina, Tera Nomas, William Laman Antiques, Being There, 12 Small Things, The Rubin Museum, Baltimore Museum, Museum of New Mexico. IHT has also created a demand in the local market through exhibitions and sales events as well as through established businesses like InDesign and Jadeed in Lahore.

d. **Component 4: Project Management:** IHT has onboarded an effective team comprising regular staff and consultants to drive implementation. Baseline survey and midline evaluation have been completed. An MIS has been developed and is in the process of being operationalized. A website has been developed through which IHT plans to introduce online selling. IHT has commenced knowledge sharing activities. Two manuals on hand embroidery and adda embroidery have been published and disseminated to communities. 3 project videos have been developed to highlight success stories. Knowledge sharing events were organized in Lahore and Islamabad, and learnings shared with Benazir Income Support Programme (BISP) and Punjab Skills Development Fund (PSDF). There are no outstanding audits for the project.
4. **Rationale for Restructuring:** IHT has requested a no-cost extension of twelve months to strengthen nascent cluster enterprises, ensure their sustainability and organic growth beyond project period. The request has been articulated in the letter (dated May 11, 2018) from IHT to the World Bank. The reasons listed are:

   a. IHT has facilitated the creation of 17 Cluster Enterprises. Majority of these artisan institutions are nascent, with the youngest of them only a month old. An extension will allow IHT to complete the process of grooming leaders of these institutions in essential hard and soft skills to manage the institution and ensure the enterprise is a going concern. IHT will be able to provide necessary support for at least 6 to 9 months to every cluster enterprise, which will include mentorship and exposure to various aspects of the business including market trends, consumer behavior and so on. This will ensure that the enterprises have the requisite leadership to continue on a path of sustained growth beyond the project period.

   b. Through intensive marketing efforts, particularly in the international markets, IHT has built a number of export linkages. IHT is now in that critical phase where it is strengthening its supply chain to be able to meet larger orders from global clients. Quality and timeliness of delivery are critical factors for success in these markets. An additional year will allow IHT to strengthen these linkages, build strong client relationships, and ensure repeat orders well beyond the project period.

   c. The project’s success in the geographical areas it has intervened in, has generated substantial interest and excitement among artisan communities, and has in turn increased their expectations. These areas are already witnessing nascent trends of increased female labor force participation and shift to artisanal activities in lieu of unskilled or semi-skilled labor. An extension will allow IHT to consolidate these trends and create strong institutions that can meet artisan expectations.

   d. The project lost more than six months in 2016 due to IHT’s internal governance issues which brought some project activities to a temporary halt, particularly formation of cluster enterprises and CFCs. An extension will compensate for the time lost and enable IHT to complete all planned activities.

5. **Bank team’s assessment:** After conducting a detailed assessment of the request, the Bank team agrees with the rationale and concludes that the additional implementation period will provide the opportunity for stronger artisan institutions and stronger market presence that will ultimately contribute to sustainability and organic growth beyond project period. In its assessment, the task team took into consideration (a) the strong progress in project activities over the past year despite various setbacks to implementation, (b) the vision and the robust business plans developed to build on project achievements (c) the interest in the artisan community inspired by project activities so far. The Bank team also agrees with the proposed reallocation aimed at financing more training and capacity building activities, particularly of those artisans / young leaders who have been identified to lead and manage the cluster enterprises. This is in line with the objective of strengthening artisan institutions to ensure sustainability. The Bank team will continue to provide implementation support in the extension period to ensure that sustainability and other objectives are satisfactorily met by the project. There are no outstanding audits for the project.

6. The Bank team concurs that the disbursements projected by IHT in the proposed extension period will be met as planned.

II. DESCRIPTION OF PROPOSED CHANGES
1. **Change in Grant Closing Date:** The closing date for the Grant Agreement is proposed to be extended by 12 months from May 21, 2018 to May 21, 2019. The project is expected to meet all its objectives within this additional timeframe.

2. **Change in Results Framework:** Since the project closing date is proposed to be extended, the end-target dates for indicators 3, 4 and 5 in Project Development Objective Indicators and indicators 2, 3 and 4 in Intermediate Indicators have been modified accordingly. Targets for the remaining indicators have been achieved / exceeded and hence remain unchanged.

3. **Grant Reallocations:**
   
a. **Reallocation across Categories:** It is proposed to reduce the allocation for Categories 1-Goods and 3-Sub grants by $17,782 and $178,569 respectively, and increase the allocation for Category 4-Training and Workshops by $196,351. This is primarily directed towards capacity building of grassroots leaders of the 17 cluster enterprises in management and leadership functions, in order to strengthen these institutions and promote sustained growth beyond project period. The changes are summarized in the following table:

<table>
<thead>
<tr>
<th>Category-wise</th>
<th>Original</th>
<th>Modified</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goods</td>
<td>554,000</td>
<td>536,218</td>
</tr>
<tr>
<td>Consultants’ Services</td>
<td>570,000</td>
<td>570,000</td>
</tr>
<tr>
<td>Sub-grants</td>
<td>375,000</td>
<td>196,431</td>
</tr>
<tr>
<td>Training and Workshops</td>
<td>1,043,000</td>
<td>1,239,351</td>
</tr>
<tr>
<td>Operating Costs</td>
<td>258,000</td>
<td>258,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,800,000</strong></td>
<td><strong>2,800,000</strong></td>
</tr>
</tbody>
</table>

   b. **Reallocation across Components:** The major changes are an increase in allocation for Component A by $212,602 and an increase in allocation for Component D by $70,477, and a decrease in allocation for Component B by $283,229. The new distribution reflects the additional allocation towards training and workshops of artisans and artisan leaders with the objective of strengthening their capacity to manage and grow their institutions / enterprises beyond project period, as well as the additional costs incurred in project administration over the extension period. The changes are summarized in the following table:

<table>
<thead>
<tr>
<th>Component-wise</th>
<th>Original</th>
<th>Modified</th>
</tr>
</thead>
<tbody>
<tr>
<td>Component A [Cluster Development and Capacity Building]</td>
<td>941,000</td>
<td>1,153,602</td>
</tr>
<tr>
<td>Component B [Community Artisan Investment Fund]</td>
<td>706,400</td>
<td>423,171</td>
</tr>
<tr>
<td>Component C [Marketing, Trade Facilitation and Support Services]</td>
<td>659,600</td>
<td>659,750</td>
</tr>
<tr>
<td>Component D [M&amp;E, Knowledge Dissemination, Project Mgmt &amp; Administration]</td>
<td>493,000</td>
<td>563,477</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2,800,000</strong></td>
<td><strong>2,800,000</strong></td>
</tr>
</tbody>
</table>

4. Project development objective and component wise objectives remain unchanged. There are no environmental or social issues expected because of the proposed restructuring.
### III. SUMMARY OF CHANGES

<table>
<thead>
<tr>
<th>Change</th>
<th>Changed</th>
<th>Not Changed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in Results Framework</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Change in Components and Cost</td>
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<td></td>
</tr>
<tr>
<td>Change in Loan Closing Date(s)</td>
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<td></td>
</tr>
<tr>
<td>Reallocation between Disbursement Categories</td>
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<td></td>
</tr>
<tr>
<td>Change in Implementation Schedule</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Other Change(s)</td>
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<tr>
<td>Change in Implementing Agency</td>
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<td>✔</td>
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<tr>
<td>Change in Project’s Development Objectives</td>
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<td>Cancellations Proposed</td>
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<tr>
<td>Additional Financing Proposed</td>
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<tr>
<td>Change in Disbursements Arrangements</td>
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<td>Change in Disbursement Estimates</td>
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<td>Change in Overall Risk Rating</td>
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<td>Change in Safeguard Policies Triggered</td>
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<tr>
<td>Change in Legal Covenants</td>
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<tr>
<td>Change in Institutional Arrangements</td>
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<td></td>
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<tr>
<td>Change in Financial Management</td>
<td>✔</td>
<td></td>
</tr>
<tr>
<td>Change in Procurement</td>
<td>✔</td>
<td></td>
</tr>
</tbody>
</table>

### IV. DETAILED CHANGE(S)

#### RESULTS FRAMEWORK

**Project Development Objective Indicators**

- **Direct project beneficiaries**
  - Unit of Measure: **Number**
  - Indicator Type: **Custom**

<table>
<thead>
<tr>
<th>Baseline</th>
<th>Actual (Current)</th>
<th>End Target</th>
<th>Action</th>
</tr>
</thead>
</table>
### Female beneficiaries

<table>
<thead>
<tr>
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<td>1820.00</td>
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<td>01-Oct-2016</td>
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<td></td>
</tr>
<tr>
<td>21-May-2018</td>
<td></td>
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</table>

#### 20% percent increase in income of at least 50% of beneficiary artisan families.

<table>
<thead>
<tr>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Current)</th>
<th>End Target</th>
<th>Action</th>
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</thead>
<tbody>
<tr>
<td>30-Oct-2014</td>
<td>0.00</td>
<td>0.00</td>
<td>20.00</td>
<td>No Change</td>
</tr>
<tr>
<td>01-Oct-2016</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21-May-2018</td>
<td></td>
<td></td>
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</tbody>
</table>

#### 80% percent of Cluster enterprises (of a total target of 15) that are marketing through their own brand

<table>
<thead>
<tr>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Current)</th>
<th>End Target</th>
<th>Action</th>
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<td>21-May-2018</td>
<td></td>
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</tbody>
</table>

#### 25% percent increase in the number of days of employment of beneficiary artisan families

<table>
<thead>
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<th>Date</th>
<th>Baseline</th>
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<th>End Target</th>
<th>Action</th>
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<td>25.00</td>
<td>No Change</td>
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<td>01-Oct-2016</td>
<td></td>
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<td></td>
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<tr>
<td>21-May-2018</td>
<td></td>
<td></td>
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</tbody>
</table>

### Intermediate Indicators

**A total of 15 new cluster enterprises to be established and operational**

<table>
<thead>
<tr>
<th>Date</th>
<th>Baseline</th>
<th>Actual (Current)</th>
<th>End Target</th>
<th>Action</th>
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</thead>
<tbody>
<tr>
<td>30-Oct-2014</td>
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<td></td>
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<tr>
<td>01-Oct-2016</td>
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<tr>
<td>21-May-2018</td>
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</table>
### Baseline, Actual (Current), End Target, Action

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<tr>
<th>Value</th>
<th>Baseline</th>
<th>Actual (Current)</th>
<th>End Target</th>
<th>Action</th>
</tr>
</thead>
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<td>30-Oct-2014</td>
<td>01-Oct-2016</td>
<td>21-May-2018</td>
<td></td>
</tr>
</tbody>
</table>

2 Common Facility Centers (CFC) established  
Unit of Measure: **Number**  
Indicator Type: **Custom**

<table>
<thead>
<tr>
<th>Value</th>
<th>Baseline</th>
<th>Actual (Current)</th>
<th>End Target</th>
<th>Action</th>
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</thead>
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<td>30-Oct-2014</td>
<td>01-Oct-2016</td>
<td>21-May-2018</td>
<td></td>
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</tbody>
</table>

At least 5 Commercial Banks or Private Sector Organizations develop and provide artisan specific insurance and financial products at a reasonable rate  
Unit of Measure: **Number**  
Indicator Type: **Custom**

<table>
<thead>
<tr>
<th>Value</th>
<th>Baseline</th>
<th>Actual (Current)</th>
<th>End Target</th>
<th>Action</th>
</tr>
</thead>
<tbody>
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<td>1.00</td>
<td>5.00</td>
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<tr>
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<td>30-Oct-2014</td>
<td>01-Oct-2016</td>
<td>21-May-2018</td>
<td></td>
</tr>
</tbody>
</table>

At least 80% of established Artisan Clusters linked to mainstream buyers establishing a steady source of demand for the products developed  
Unit of Measure: **Percentage**  
Indicator Type: **Custom**

<table>
<thead>
<tr>
<th>Value</th>
<th>Baseline</th>
<th>Actual (Current)</th>
<th>End Target</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>80.00</td>
<td>No Change</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>30-Oct-2014</td>
<td>30-Oct-2014</td>
<td>21-May-2018</td>
<td></td>
</tr>
</tbody>
</table>

### COMPONENTS

<table>
<thead>
<tr>
<th>Current Component Name</th>
<th>Current Cost (US$M)</th>
<th>Action</th>
<th>Proposed Component Name</th>
<th>Proposed Cost (US$M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Component A: Cluster Development and Capacity Building</td>
<td>0.94</td>
<td>Revised</td>
<td>Component A: Cluster Development and Capacity Building</td>
<td>1.15</td>
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</table>
### Component B: Artisan Cluster Investment Fund

<table>
<thead>
<tr>
<th></th>
<th>Original</th>
<th>Revised</th>
<th>Proposed</th>
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</thead>
<tbody>
<tr>
<td>Component B: Artisan Cluster Investment Fund</td>
<td>0.70</td>
<td>Revisi 0.42</td>
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</tbody>
</table>

### Component C: Marketing, Trade Facilitation and Support Services

<table>
<thead>
<tr>
<th></th>
<th>Original</th>
<th>Revised</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Component C: Marketing, Trade Facilitation and Support Services</td>
<td>0.65</td>
<td>N 0.65 0.65</td>
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</table>

### Component D: Monitoring and Evaluation, and Knowledge Dissemination and Project Management and Administration

<table>
<thead>
<tr>
<th></th>
<th>Original</th>
<th>Revised</th>
<th>Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Component D: Monitoring and Evaluation, and Knowledge Dissemination and Project Management and Administration</td>
<td>0.49</td>
<td>Revisi 0.56</td>
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### TOTAL

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<tr>
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<th>Original</th>
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<tr>
<td>TOTAL</td>
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### LOAN CLOSING DATE(S)

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<th>TF</th>
<th>Status</th>
<th>Original Closing</th>
<th>Revised Closing(s)</th>
<th>Proposed Closing</th>
<th>Proposed Deadline for Withdrawal Applications</th>
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### REALLOCATION BETWEEN DISBURSEMENT CATEGORIES

<table>
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<tr>
<th>Current Allocation</th>
<th>Actuals + Committed</th>
<th>Proposed Allocation</th>
<th>Financing % (Type Total)</th>
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<tbody>
<tr>
<td></td>
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<td>Current</td>
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<tr>
<td>TF-17353-001</td>
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<td>Current Expenditure Category: GOODS</td>
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</tr>
<tr>
<td>iLap Category Sequence No: 1</td>
<td>554,000.00</td>
<td>287,801.51</td>
<td>536,218.00</td>
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<tr>
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<td>440,883.56</td>
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<tr>
<td>iLap Category Sequence No: 3</td>
<td>375,000.00</td>
<td>0.00</td>
<td>196,431.00</td>
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## Developing Artisanal Livelihoods in Rural Pakistan (RANG) (P145420)

<table>
<thead>
<tr>
<th>iLap Category Sequence No: 4</th>
<th>Current Expenditure Category: TRAINING AND WORKSHOPS</th>
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<tbody>
<tr>
<td>1,043,000.00</td>
<td>806,236.69</td>
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<td>1,239,351.00</td>
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<table>
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<tr>
<th>iLap Category Sequence No: 5</th>
<th>Current Expenditure Category: OPERATING COSTS</th>
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<td>258,000.00</td>
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**Total**  
2,800,000.00  
1,748,210.86  
2,800,000.00