United Nations Development Programme
Project ID: 94073
Project Title: Reforms and Innovation in Government for High Performance

Annual Work Plan 2017

Project Title:	Reforms and Innovation in Government for High Performance
OP/CPO	**Output 2.1** Creation of employment opportunities and decent work through industry, construction, services, vocational/skills training as well as promoting youth employment.
Country Programme Output 2 *(Those linked to the project and extracted from the CPAP)*	**Output 2.1.1:** Planning and finance institutions and women's departments at federal and provincial levels are enabled to develop comprehensive development strategies, with a focus on MDGs acceleration, inclusive growth, gender equality and women's empowerment
Project **Outputs:** *(Those that will result from the project and are taken from the Project Strategy)*	**Output 1:** Result-based Management (RBM) compliant framework for Pakistan Vision 2025/PSDP/ADP put in place and operational **Output 2:** Civil service and public administration reforms implemented with distinct accountability and transparency mechanisms established; **Output 3:** Poverty measurement along with effective implementation and monitoring of MDG's/SDG's social development indicators **Output 4** Planning ministry positioned and strengthened as public sector think tank and as interprovincial coordinator on development issues.
Implementing Partner:	UNDP
Responsible Parties:	UNDP,UNWOMEN

Project Brief Description

This initiative provides support to the Ministry of Planning, Development and Reform for public sector reforms and innovation for improved performance and service delivery, citizen's satisfaction and reducing multi-dimensional poverty. The initiative intends to improve governance at different levels, track and monitor the implementation of Vision 2025 towards the targeted results and improve inter-provincial and inter-departmental coordination and enhance capacities for MDGs and reducing multi-dimensional poverty. The initiative endeavours to strengthen Planning Ministry as a public sector think-tank and technical advice providers to provinces and Administrative Regions in the post 18th Amendment scenario. The project intends to achieve its objective through four interconnected outputs : 1) Results-based Management system for Pakistan Vision 2025/ PSDP/ ADP put in place and operational; 2) Civil service and Public Administration reforms with distinct accountability and transparency mechanism promoted and piloted; 3) Improved poverty measurement and effective implementation and monitoring of MDGs/ post 2015 development agenda; 3) Planning Ministry positioned and strengthened as public sector think-tank and interprovincial coordinator on development issues. The initiative will be implemented through UNDP direct implementation modality (DIM). The project seeks to promote partnership with provinces and regions for implementation of most of the targeted interventions.

Programme Period: 2015-2018	2017 AWP budget:
	Total resources required USD 2,500,000
Atlas Award ID: 86908	Total allocated resources: _____
Atlas Project ID: 94073	• Regular (Core)
	• Other:
Start date: 01 March 2015	• GOP USD 2,130,000
End Date: 31 Dec 2018	• UNDP USD 370,000
PAC Meeting Date:	
	Unfunded budget:
Project Board Meeting Date: 19th December 2016	In-kind Contributions NIL

Agreed by UNDP (CD / DCD-P): _[signature]_ Date: 13/12/16

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Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
Output 1: Performance based management system embedded in government institutional architecture *Indicator 1.1* *Extent to which performance tracking mechanism is in place and functional* *Scale:* *1: not functional* *2: very partially functional* *3: partially functional* *4: Functional*	Activity Result 1.1.1 Comprehensive performance management initiatives in place to improve performance and governance					
Baseline 1.1 *2 – very partially functional* Description: No performance-based management system exists in government institutions. Performance reports (ACR/PERs) are used but they are not effectively tied to performance.	Action 1.1.1a Recruit focal persons from 11 ministries to develop new performance contracts for 2017-18, monitor and report on progress and introduce performance contracting at the sub-organizational levels		UNDP	GOP	Local Consultants (71300)	198,000 (3,000 $ per month)
Target 1.1 *3: partially functional* Description: Government institutions are regularly and effectively tracking and managing their performance	Action 1.1.1b Procure the services of a firm to develop, tailor, and/or install a performance management dashboard system (inception phase)		UNDP	GOP	Firm – Contractual Services (72100)	70,000

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Expected Outputs	Planned Activities	Timeframe				Responsible party	Funding source	Budget description	Amount (USD)
Indicator 1.2 Extent to which resources are available and effectively deliver on performance targets Scale: 1 no capacity 2 very partial capacity 3 partial capacity 4 capacity largely in place	Activity Result 1.2.1 Government officials capacity developed to lead, manage and sustain performance-centered reforms								
Baseline 1.2: 2 very partial capacity Ministries have limited capacity in place to effectively manage performance-centered reforms	Action 1.2.1a Design and implement broad-based training for 60 (total 1000 for all years) government officials, maintaining appropriate gender balance, from grades 17 to 22, primarily from federal government, for improved performance/workplace skills. **(local training: Phase-I)**					UNDP	GOP	Firm – Contractual Services (72100)	21,217
Target: 1.2: 3 partial capacity *Description: Ministries are able to utilize their resources to improve performance*	Action 1.2.1b Design and implement broad-based training for 1200 (total 5000 for all years) government officials, maintaining appropriate gender balance, from grades 1 to 16, primarily from federal government, for improved performance/workplace skills. **(local training: Phase-I)**					UNDP	GOP	Firm – Contractual Services (72100)	90,000

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Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
Indicator 1.3 *Extent to which government applies digital/electronic measures to improve its functioning.* *Scale* *1: not at all* *2: very partially* *3: partially* *4: largely*	Activity Result 1.3.1 Wide-scale e-governance measures in place to improve transparency, accountability and responsiveness.					
Baseline 1.3:2: *very partially* Description: Only limited digital mechanisms for government transparency, accountability and responsiveness exist such as e-filing in Establishment Division. *Target* 1.3: 3 *partially* Description: Ministries use e-governance to improve performance and management	Action 1.3.1a Develop best practice web portal for MoPDR		UNDP	UNDP	Firm – Contractual Services (72100) /Local consultant (71300)	26,200
Indicator 1.4 *Extent to which institutions show innovation and citizen-centeredness* *Scale* *1: not at all* *2: Partially for I but not C* *3: Partially for C but not I* *4: Partially for both* *5: Largely for I but not C* *6: Largely for C but not I*	Activity Result 1.4.1 Innovation and citizen-centredness is promoted for excellence in governance and public service delivery.					

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Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
7: *Largely for both*						
Baseline *1.4: 1 not at all* Description: Public service delivery is very conventional and the perception of government's public service delivery is poor and there is little motivation or incentive to improve or recognition of innovation.	Action 1.4.1a Provide technical, management and logistical support and advice for establishment of innovation fund.		UNDP	GOP	Firm – Contractual Services (72100)	150,000
Target *1.4: 1-4* Description: Government institutions show innovation and citizen-centredness in public service delivery	Action 1.4.1b Provide Support to public sector public innovators through the Innovation Fund (first round).		UNDP	GOP	Learning Events (75700)	225,000
	Action 1.4.1c Hold the first ceremony for the Innovation Awards program		UNDP	GOP	Firm – Contractual Services (72100)	75,000
	Action 1.4.1d Develop the first National Innovation Policy/Strategy		UNDP	UNDP	Local consultant (71300) Meetings/se minars (72145)	30,000
Total Output 1						**885,417**
Output 2	Activity Result 2.1.1					

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Expected Outputs	Planned Activities	Timeframe		Responsible party	Funding source	Budget description	Amount (USD)
Civil service and public administration reforms to establish distinct transparency and accountability mechanisms. *Indicator 2.1* *The extent to which research and analysis informs the implementation of reforms* *Scale* *1. No change* *2. To a small extent* *3. To some extent* *4. To a great extent* *5. Fully evident*	Research, analysis and consensus needed to undertake reforms is completed.						
Baseline *2.1: 2 to a small extent* Research exists, such as the NCGR report and previous Pay Commission reports, but are rarely used to inform the way of work.	Action 2.1.1.a Conduct a policy research on recruitment policy of civil servants			UNDP	GOP	Local consultants (71300)	20,000
Target *2.1: 4 to a great extent* Description: High quality research is produced and it informs the reforms process	Action 2.1.1.b Conduct a policy research on specialization of skills (Service groups & structure) of civil servants			UNDP	GOP	Local consultants (71300)	20,000
	Action 2.1.1.c Conduct a policy research on HRM Capacity in Ministries/Divisions at federal level			UNDP	UNDP	Local consultants (71300)	20,000
	Action 2.1.1.d			UNDP	UNDP	Local consultants	20,000

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	Conduct a policy research on RBM in Government (Organizational and Individual Performance Management)				(71300)	
	Action 2.1.1e Conduct a policy research on Gender Equality in Public Administration in Pakistan		UNDP/ UNWOMEN	NA	NA	NA
	Action 2.1.1f Conduct Training Needs Assessment for federal government servants identifying gaps between supply and demand for skills and make recommendations for bridging them including policy reforms, capacity building interventions, and resource enhancement.		UNDP	GOP	Firm – Contractual Services (72100)	100,000
	Action 2.1.1g Publish papers and studies, e.g. "Governance Papers' based on research conducted in 2.1.1a, b &c		UNDP	UNDP	Publishing and Printing (74210)	25,000
	Action 2.1.1h Provide support for policy analysis, policy engagement and quality assurance		UNDP	UNDP	Local consultants (71300)	82,500
Indicator 2.2 Reforms are guided and supported by stakeholders Scale 1: not at all 2: very partially	Activity Result 2.2.1 Reforms are guided and endorsed by stakeholders and regularly reviewed at different platforms.					

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Expected Outputs	Planned Activities	Timeframe				Responsible party	Funding source	Budget description	Amount (USD)
3: partially 4: largely									
Baseline 2.2: 2 very partially Description: There is general agreement that the civil service needs improvement but there is considerable skepticism about the reform effort, lack of clarity on what is to be done, and wide difference about how to go about it. Target 2.2: 3 partially Description: Stakeholders understand and agree to a broad range of reforms and endorse the implementation strategy (1 to 2).	Action 2.2.1a Provide Logistical support for stakeholder consultations on civil service reforms (Governance Forum, Planning Commission Reforms Team, Pay Commission, Project Review Board, Institutional Reforms Group and other stakeholder groups)					UNDP	GOP	Learning Cost (75700) & Printing (74210)	15,000
Indicator 2.3 Number of research and pilots that support improvement in Public Sector Delivery Scale 1: No study or pilot 2: at least 1 study or pilot 3: 2 studies or 2 pilots 4: four studies 5: five studies	Activity Result 2.3.1 Research and pilots to support improvements in public sector service delivery.								
Baseline 2.3: 1 No study	Action 2.3.1a Follow up activities on district courts improvement study					UNDP	GOP	Firm – Contractual Services	25,000

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Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
There is a general consensus that public sector service delivery need to be improved. However, there is not much information on evidence of the type of governance reforms needed to achieve this.					(72100)	
Target *2.3 : 2 at least 1 study or pilot* *Description: evidence exists on how government reforms can improve public sector service delivery in selected sections.*	Action 2.3.1b Conduct first citizens' perception survey and at least one follow-up to measure citizen's perceptions and how they change over time (and with reforms).		UNDP	GOP	Local consultant (71300) / Firm – Contractual Services (72100)	302,743
Total Output 2						**630,243**
Output 3: Multidimensional poverty including MDGs, SDGs and social development indicators institutionalized	Note: Activities under this output are being put on hold since the new SDG project is being developed by DPU and activities will be covered under that project.					
Total Output 3						**0.00**
Output 4: MOPDR is positioned as a model ministry driving innovation and high-performance delivery *Indicator 4.1* *The extent to which MOPDR leads and monitors other ministries/partners on reform and innovation* *Scale* *1. No change* *2. To a small extent*	Activity Result 4.1.1 Human and institutional capacities of MOPDR developed to improve their own performance and lead change.					

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Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
3. *To some extent* 4. *To a great extent* *Fully evident*						
Baseline *4.1: 2 to a small extent* Description: Insufficient human resource capacities, systems, procedures and MOPDR hamper its performance. Target *4.1: 3 to some extent* Description: MOPDR is recognised as a model ministry capable of leading change (1 to 3)	Action 4.1.1a Introduce a Performance Improvement Framework for MoPDR and/or other federal government organizations along the lines of the New Zealand Model		UNDP	GOP	International Consultant (71200) Local consultants (71300)	50,000
	Action 4.1.1b Propose and implement international/national training exposure and/or exchange programmes for MoPDR employees		UNDP	GOP	Training Cost (72100)	35,000
	Action 4.1.1c Support establishment of MoPDR as Research & Knowledge Management Hub		UNDP	GOP	Firm – Contractual Services (72100)	50,000
	Action 4.1.1d Provide Support to research projects through research and knowledge management fund (first round).		UNDP	GOP	Firm – Contractual Services (72100)	50,000
	Action 4.1.1e		UNDP	GOP	Training (local and	10,000

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Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
	Provide opportunities to project team for staff learning and development				international) (72100)	
Indicator 4.2 Extent to which a positive debate and understanding on governance reforms exists Scale 1. *No change* 2. *To a small extent* 3. *To some extent* 4. *To a great extent* 5. *Fully evident*	Activity Result 4.2.1 A citizen-state communications system functions to share information, receive feedback and build trust and understanding.					
Baseline 4.2: 2 *to a small extent* Description: There is general support but incomplete understanding of reforms as shown through media reports and social media feedback.	Action 4.2.1a Implement a comprehensive communications strategy including media engagement/training, media presence, social media platforms, forming influential persons' groups, and advocacy and communications products.		UNDP	GOP	Local consultant (71300) Meetings (72145)	40,000
Target 4.2: 3 to some extent Description: Greater understanding and support for reforms amongst the general public	Action 4.2.1b Support establishment of Government to Citizen communication Center (G2C3)		UNDP	UNDP	Local consultant (71300) Equipment & Furniture (72200)	65,000
Indicator 4.3	Activity Result 4.3.1					

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Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
Types of knowledge created and shared (a. participation in events, b. published research, c. news reports) and used to influence governance reforms. *Scale* *1: none* *2: one of the three types* *3: two of the three types* *4: all three types* *5: over and above the three types*	Knowledge is created and shared supporting innovation and reforms in governance and public service delivery.					
Baseline 4.3: 3 two of the three types Description: Research is created but only has limited dissemination, use and influence on policy.	Action 4.3.1a Ensure participation of MOPDR in national and international knowledge sharing events		UNDP	GOP	Training (75705 or 63400)	15,000
Target 4.3: 4 all three types Description: All types of research, learning and sharing is done and used to influence policy and reforms	Action 4.3.1b Arrange events to launch reform initiatives		UNDP	GOP	Meetings/se minars (72145)	20,000
	Action 4.3.1c Technical assistance for Policy engagement and resource mobilization		UNDP	GOP & UNDP	Internationa l Consultant (71200)	10,000 (8700 GOP 1300 Trac)
	Action 4.3.1d Organise international governance reform conference in Pakistan (themes, innovation, performance contracting etc)		UNDP	UNDP	Meetings/se minars (72145)	100,000

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Expected Outputs	Planned Activities	Timeframe		Responsible party	Funding source	Budget description	Amount (USD)
Total Output 4							**445,000**
TOTAL Output 1-4							**1,960,660**
Project Technical Cost							
Advisor- RBM (SB-5/2)				UNDP	GOP	71405- Contractual Service Ind	52,000
Advisor-Governance & Institutional Reforms (SB-5/2)				UNDP	GOP	71405- Contractual Service Ind	52,000
National Project Manager SB-5/3				UNDP	GOP	71405- Contractual Service Ind	61,000
Monitoring & Evaluation Officer SB-4/2				UNDP	GOP	71405- Contractual Service Ind	39,000
Senior Research Associate SB 3/3				UNDP	GOP	71405- Contractual Service Ind	21,000
Communications Officer SB 4/1				UNDP	GOP	71405- Contractual Service Ind	23,000
DPC				UNDP	GOP	64398	28,238
Sub Total Technical Cost							**267,238**
Project Operations Cost							
Sr Hr & Procure Associate SB-3/3				UNDP	GOP	71405- Contractual Service Ind	21,000

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Expected Outputs	Planned Activities	Timeframe		Responsible party	Funding source	Budget description	Amount (USD)
Sr Admin & Fin Associate SB-3/3				UNDP	GOP	71405-Contractual Service Indi	21,000
Admin & Finance Assistant SB- 3/1				UNDP	GOP	71405-Contractual Service Indi	13,000
Office Assistant SB-1/2				UNDP	GOP	71405-Contractual Service Indi	6,000
Transport and fuel/ POL				UNDP	GOP	73400	5,000
Rental for the office premises				UNDP	GOP	73400-Rent	55,000
Equipment and Supplies				UNDP	GOP	72200	5,000
Vehicle				UNDP	GOP	72200	50,000
Travel				UNDP	GOP	71600	10,000
Communications and advocacy (Printing, Publications and dissemination)				UNDP	GOP	74525	21,063
Common Services (Security, salary survey , Email ,LMS etc)				UNDP	GOP	73120	3,000
UNDP General Management Services (GMS) – 3%				UNDP	GOP	75100	62,039
Sub Total Operations Cost							**272,102**
Total Project Technical & Operations Cost							**539,340**
Grand Total							**2,500,000**

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II. Monitoring Plan 2017
(Include all monitoring and evaluation activities/events)

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/ Frequency	Responsible Staff	Resources ($)	Risks and Assumptions
Creation of employment opportunities and decent work through industry, construction, services, vocational/skills training, agricultural and cultural development, as well as promoting youth employment and public-private partnerships				Specific publication, evaluation, survey, field observation, interviews, etc	Monthly, quarterly, annually, etc	Staff member responsible for collecting and reporting data	Estimated cost of collecting and reporting data	Any risks or assumptions concerning data collection
CPAP Output 2.1.1: Planning and finance institutions and women's departments at federal and provincial levels are enabled to develop comprehensive development strategies, with a								

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Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				Risks and Assumptions
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources ($)	
focus on MDGs acceleration, inclusive growth, gender equality and women's empowerment								
Output 1: Performance-based management system embedded in government institutional architecture	Indicator 1.1 Extent to which performance tracking mechanism is in place and functional Scale: 1: not functional 2: very partially functional 3: partially functional 4: Functional	1.1 2-very partially functional Description: No performance-based management system exists in government institutions. Performance reports (ACR/PERs) are used but they are not effectively tied to performance.	1.1 3: partially functional Description: Government institutions are regularly and effectively tracking and managing their performance	1.1 Review study/ report	Bi-Annual	Project Manager	TBD	Lack of capacity or willingnes s of public sector officials to adopt performa nce based managem ent system
	Indicator 1.2 Extent to which resources are available and effectively deliver on performance targets Scale: 1: no capacity 2: very partial capacity 3: partial capacity	1.2: 1 very partial capacity Description: Ministries have limited capacities in place to effectively manage performance-centred reforms	1.2: 2 Partial capacity Description: Ministries are able to utilise their resources to improve performance	1.2 Review study/ report				

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Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				Risks and Assumptions
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources ($)	
	4: capacity largely in place Indicator 1.3 Extent to which government applies digital/electronic measures to improve its functioning. Scale 1: not at all 2: very partially 3: partially 4: largely	1.3:2: very partially Description: Only limited digital mechanisms for government transparency, accountability and responsiveness exist such as e-filing in Establishment Division.	1.3: 3 partially Description: Ministries use e-governance to improve performance and management	1.3 Review study/ report				
	Indicator 1.4 Extent to which institutions show innovation and citizen-centeredness Scale 1: not at all 2: Partially for I but not C 3: Partially for C but not I 4: Partially for both 5: Largely for I but not C 6: Largely for C but not I 7: Largely for both	1.4: 1 not at all Description: Public service delivery is very conventional and the perception of government's public service delivery is poor and there is little motivation or incentive to improve or recognition of innovation.	1.4: 1-4 Description: Government institutions show innovation and citizen-centredness in public service delivery	1.4 Survey and results				

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Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				Risks and Assumptions
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources ($)	
Project Output 2: Civil service and public administration reforms aimed at establishing distinct transparency and accountability mechanisms implemented	*Indicator 2.1* *The extent to which research and analysis informs the implementation of reforms* *Scale* *1. No change* *2. To a small extent* *3. To some extent* *4. To a great extent* *5. Fully evident*	*2.1: 2 to a small extent* Description: Research exists, such as the NCGER report and previous Pay Commission reports, but are rarely used to inform the way of work.	*2.1: 4 to a great extent* Description: High quality research is produced and it informs the reforms process	2.1 Review study/ report, key informant interviews	Bi-Annual	Project Manager	TBD	Lack of cooperati on on part of public sector officials to adopt civil service and public administr ation reform
	Indicator 2.2 *Reforms are guided and supported by stakeholders* *Scale* *1: not at all* *2: very partially* *3: partially* *4: largely*	*2.2: 2 very partially* Description: There is general agreement that the civil service needs improvement but there is considerable skepticism about the reform effort, lack of clarity on what is to be done, and wide difference about how to go about it.	*2.2: 3 partially* Description: Stakeholders understand and agree to a broad range of reforms and endorse the implementation strategy (1 to 2).	2.2 meeting reports				

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Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan		Responsible Staff	Resources ($)	Risks and Assumptions
				Source/Method of Collection	Schedule/Frequency			
	Indicator 2.3 Number of research and pilots that support improvement in Public Sector Delivery Scale 1: No study or pilot 2: at least 1 study or pilot 3: 2 studies or 2 pilots 4: four studies 5: five studies	2.3: 1 No study or pilot There is a general consensus that public sector service delivery need to be improved. However, there is not much information on evidence of the type of governance reforms needed to achieve this.	2.3 : 2 at least 1 study or pilot Description: evidence exists on how government reforms can improve public sector service delivery in selected sections.	2.3 Pilot & research reports, survey results				
Project Output4: MoPDR positioned as a model ministry for innovation and high-performance delivery	Indicator 4.1 The extent to which MOPDR leads and monitors other ministries/partners on reform and innovation Scale 1. No change 2. To a small extent 3. To some extent 4. To a great extent 5. Fully evident	4.1: 2 to a small extent Description: Insufficient human resource capacities, systems, procedures and MOPDR hamper its performance.	4.1: 3 to some extent Description: MOPDR is recognised as a model ministry capable of leading change	3.1 Review report, FGDs	Bi-Annual	Project Manager	TBD	Public sector officials are willing to learn and adopt international best practices

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Expected Results & (Outcomes Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources ($)	Risks and Assumptions
	Indicator 4.2 Extent to which a positive debate and understanding on governance reforms exists Scale 1. *No change* 2. *To a small extent* 3. *To some extent* 4. *To a great extent* 5. *Fully evident*	4.2: 2 *to a small extent* Description: There is general support but incomplete understanding of reforms as shown through media reports and social media feedback.	4.2: 3 to some extent Description: Greater understanding and support for reforms amongst the general public	4.2 Review reports & media monitoring				
	Indicator 4.3 Types of knowledge created and shared (a. participation in events, b. published research, c. news reports) and used to influence governance reforms. Scale 1: *none* 2: *one of the three types* 3: *two of the three types* 4: *all three types*	4.3: 3 two of the three types Description: Research is created but only has limited dissemination, use and influence on policy.	4.3: 4 all three types Description: All types of research, learning and sharing is done and used to influence policy and reforms	4.3 Reports				

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Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan		Responsible Staff	Resources ($)	Risks and Assumptions
				Source/Method of Collection	Schedule/Frequency			
	5: over and above the three types							

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III. Recruitment Plan 2017

#	Post Title	National/ International	Level of Post	Proforma Cost per year (US$)	Responsible party (UNDP/EAD/ IP/PMU etc)	Contract Modality (TA/FTA/SC/ NIMU/Govt)	Reporting to/ Supervisor	Duty Station	Contract Start Date	Contract End Date
1.	National Project Manager	National	SB 5/3		UNDP	SC	ACD	Islamabad	Jan 2017	Dec 2017
2.	Monitoring & Evaluation Officer	National	SB 4/2		UNDP	SC	NPM	Islamabad	Jan 2017	Dec 2017

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IV. Procurement Plan 2017

#	Description	Type (good, service, works)	Total Estimated Budget	Estimated Budget ($) 2017	Responsible party (UNDP/EAD/ IP/PMU etc)	Invitation Type (EFP, RFA, ITB, etc)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
1.	LC-11 Individuals-Ministry Focal Persons (Act:1.1.1a)	service	360,000	198,000	UNDP	IC Notice	May 2017	Jul 2017	N/A	N/A	Jul 2017	June 2018	NPM
2.	Firm-Performance Management Dashboard (inception) (Act:1.1.1b)	service	70,000	70,000	UNDP	Direct Contracting (UN-SIGOB)	Jan 2017	N/A	N/A	N/A	Jan 2017	Mar 2017	NPM
3.	Firm – Training of 1 to 16 Government Officials (Act 1.2.1b)	service	210,000	90,000	UNDP	Direct Contracting/ RFP	Feb 2017	Apr 2017	N/A	N/A	May 2017	Dec 2017	NPM
4.	Firm-Establish Innovation Fund (Act 1.4.1a)	service	500,000	150,000	UNDP	RFP	Jan 2017	Mar 2017	Mar 2017	Mar 2017	Mar 2017	Aug 2017	NPM
5.	Round I: Innovation Fund (Act:1.4.1b)	service	225,000	225,000	UNDP	Grants by Govt	Feb 2017	Mar 2017	N/A	N/A	Mar 2017	Dec 2017	NPM

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#	Description												
6.	Firm- Innovation Award Ceremony (Act:1.4.1c)	service	75,000	75,000	UNDP	Direct Contracting (LTA)	Mar 2017	Mar 2017	N/A	N/A	Apr 2017	May 2017	NPM
7.	LC-N. Innovation Policy (Act:1.4.1d)	service	75,000	30,000	UNDP	IC Notice	Jun 2017	June 2017	N/A	N/A	Jul 2017	Dec 2017	NPM
8.	LC-Research Consultant Recruitment (Act 2.1.1a)	service	20,000	20,000	UNDP	IC Notice	Mar 2017	Mar 2017	N/A	N/A	Apr 2017	Sep 2017	NPM
9.	LC-Research Consultant Specialization Skills (Act 2.1.1b)	service	20,000	20,000	UNDP	IC Notice	Mar 2017	Mar 2017	N/A	N/A	Apr 2017	Sep 2017	NPM
10.	LC-Research Consultant HRM (Act 2.1.1c)	service	20,000	20,000	UNDP	IC Notice	Mar 2017	Mar 2017	N/A	N/A	Apr 2017	Sep 2017	NPM
11.	LC-Research Consultant RBM (Act 2.1.1d)	service	20,000	20,000	UNDP	IC Notice	Mar 2017	Mar 2017	N/A	N/A	Apr 2017	Sep 2017	NPM
12	Firm-TNA (Act 2.1.1f)	service	300,000	100,000	UNDP	RFP	Jan 2017	Mar 2017	Mar 2017	Apr 2017	Apr 2017	Dec 2017	NPM
13	Firm-Follow up district courts (Pilot) (Act 2.3.1a)	service	81,000	25,000	UNDP	RFP	Feb 2017	April 2017	Apr 2017	Apr 2017	Apr 2017	Dec 2017	NPM
14	IC-PIF (International	service	10,000	10,000	UNDP	IC Notice	Jan 2017	Jan 2017	N/A	N/A	Mar 2017	Apr 2017	NPM

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	Consultant) (Act 4.1.1a)												
15	LC-PIF (Act 4.1.1a)	service	18,000	18,000	UNDP	IC Notice	Jan 2017	Jan 2017	N/A	N/A	Mar 2017	May 2017	NPM
16	LC-PIF (Act 4.1.1a)	service	21,000	21,000	UNDP	IC Notice	Jan 2017	Jan 2017	N/A	N/A	Mar 2017	Aug 2017	NPM
17	Firm – Knowledge Hub (Act 4.1.1c)	service	50,000	50,000	UNDP	RFP	Feb 2017	Apr 2017	N/A	N/A	May 2017	Dec 2017	NPM
18	Firm – Research Fund (Act 4.1.1d)	service	100,000	50,000	UNDP	RFP	Apr 2017	Jun 2017	N/A	N/A	Jul 2017	Dec 2017	NPM
19	LC- Public discourse campaign (4.2.1a)	service	22,000	22,000	UNDP	IC Notice/ LTA/ direct Contracting	Jan 2017	Jan 2017	N/A	N/A	Mar 2017	Dec 2017	NPM
20	LC-G2C3 (4.2.1b)	service	50,000	50,000	UNDP	IC Notice	Dec 2016	Feb 2017	N/A	N/A	Feb 2017	Dec 2017	NPM
21	Equipment-G2C3 (4.2.1b)	Equip	15,000	15,000	UNDP	RFQ	Dec 2016	Feb 2017	N/A	N/A	Feb 2017	Dec 2017	NPM
22	Firm-Event Management (4.3.1b)	service	20,000	20,000	UNDP	RFP	TBD	TBD	N/A	N/A	TBD	TBD	NPM
23	IC- Policy Engagement (International) (Act 4.3.1c)	service	10,000	10,000	UNDP	IC Notice	Jan 2017	Jan 2017	N/A	N/A	Jan 2017	Jun 2017	NPM
24	Firm-Event Management (4.3.1d)	service	100,000	100,000	UNDP	RFP	TBD	TBD	N/A	N/A	TBD	TBD	NPM

V. Management Arrangements

The programme is being executed through the Direct Implementation Modality (DIM) by UNDP CO in close coordination with Ministry of Planning Development and Reforms. The management arrangements of the programme are structured to enable autonomous implementation of programme outputs, with coordinated reporting. UNDP is responsible for all project contracting, procurement and recruitment, to support Government in implementing this programme of work.

A Project Board (PB) will be set up to provide overall direction and strategic guidance to the programme. The PB will be responsible for making by consensus, management decisions for the programme and holding periodic reviews. The PB will be co-chaired by UNDP and Ministry of Planning Development and Reforms. The other members will include EAD, donors, Provincial Representatives, Pakistan Bureau of Statistics etc.

The Project Board (PB) meeting will be convened at least twice a year, at the beginning of each year to approve the annual work plan and review progress of the preceding year and a mid-year for current year progress review. Any additional meetings of the PB could be convened, if required.
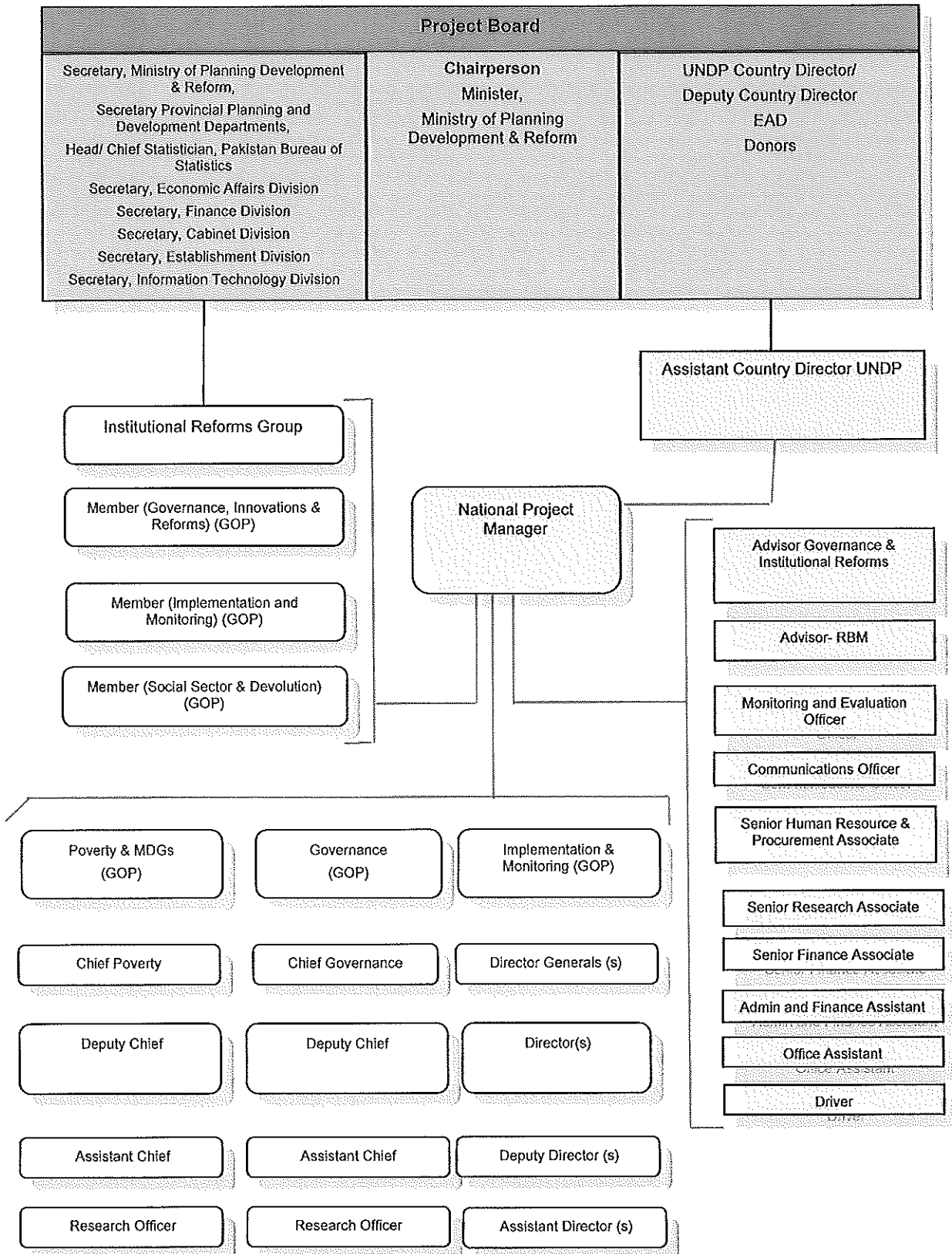
Programme Management Unit: The PMU will have three core functions:
1. Implementation of outputs and approved in the project Annual Work plan (AWP)
2. Management and implementation of each of the project output. It will be responsible for results based management and reporting of the Programme. It will provide a clearing house mechanism for information, communication, monitoring and evaluation, and policy and action research. The PMU will coordinate with the implementing partners and consolidate the Annual Work Plan, budget and subsequent reporting and submit to the PRB for approval.
3. The PMU will serve as the secretariat to the PB and as such the convenor of the relevant stakeholders consultations.

The Programme Management Unit (PMU) is headed by a National Project Manager who is will be coordinating closely with the technical team including senior advisors (Governance Reforms, RBM) and senior offcials in government including Member (Governance) MOPDR.

In addition, the Project Manager is responsible for day-to-day management, monitoring and review of project activities; coordination with implementing partners and different stakeholders. The PM is supported by 2 advisers, Research Associate, Communications Officer, Finance Officer, Procurement Officer, Admin and Finance Associate, and the recruitment of the whole team is at various stages.

Project Assurance: Project Assurance is the responsibility of UNDP Pakistan. The task of assurance, includes following up on management actions, keeping track of progress benchmarks, visiting project sites to contact beneficiaries, interpreting progress and technical reports, processing budget revisions, and making arrangements for evaluation and audit.

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Project Board

Secretary, Ministry of Planning Development & Reform, Secretary Provincial Planning and Development Departments, Head/ Chief Statistician, Pakistan Bureau of Statistics Secretary, Economic Affairs Division Secretary, Finance Division Secretary, Cabinet Division Secretary, Establishment Division Secretary, Information Technology Division	Chairperson Minister, Ministry of Planning Development & Reform	UNDP Country Director/ Deputy Country Director EAD Donors

Assistant Country Director UNDP

Institutional Reforms Group

Member (Governance, Innovations & Reforms) (GOP)

Member (Implementation and Monitoring) (GOP)

Member (Social Sector & Devolution) (GOP)

National Project Manager

Advisor Governance & Institutional Reforms

Advisor- RBM

Monitoring and Evaluation Officer

Communications Officer

Senior Human Resource & Procurement Associate

Senior Research Associate

Senior Finance Associate

Admin and Finance Assistant

Office Assistant

Driver

Poverty & MDGs (GOP)	Governance (GOP)	Implementation & Monitoring (GOP)
Chief Poverty	Chief Governance	Director Generals (s)
Deputy Chief	Deputy Chief	Director(s)
Assistant Chief	Assistant Chief	Deputy Director (s)
Research Officer	Research Officer	Assistant Director (s)

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VI. Planning, Monitoring and Reporting

The project will follow the following planning, monitoring and reporting cycle during the year.

Timeline /Target Date	Activity	Primary Responsibility
30 October 2016	Submit draft Annual Work Plan 2017 and budget	Project Manager
12 December 2016	Submit draft Annual Progress Report 2016, including project contribution to outcomes, outputs, activities and financial delivery and lessons-learnt, to UNDP	Project Manager
1 December 2016	Approval of AWPs and LOS by UNDPs	ACD UNDP and Program Officer
(SMU to Inform)	Annual audit of the project	SMU-UNDP
30 April 2017 31 July 2017 31 October 2017	Quarterly Progress Reports, including: a) Report on project progress and financial delivery b) Update of Issue Log in Atlas (tracking and resolution of potential problems or requests for change) c) Update of Risk Log (Reviewing of external environment that may affect project implementation)	Project Manager
30 November 2017	Organise Project Steering Committee to: a) Review of project contribution to results and financial delivery 2016; b) Review and endorsement of AWP 2017	Project Manager

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VII. Legal Context

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together the instrument envisaged and defined in the Supplemental Provisions to the Project attached hereto and forming an integral part hereof, as "the Project Document"

Alternative A [where the Implementing Partner is a government agency (NIM) or an NGO/IGO]

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner][1].

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

Alternative B [where the Implementing Partner is UNDP (DIM), the UN, a fund/programme of the UN, or a UN agency]

[UNDP] [Name of UN Agency] as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

[UNDP] [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [project funds][2] [UNDP funds received pursuant to the Project Document][3] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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[1] Use bracketed text only when IP is an NGO/IGO
[2] To be used where UNDP is the Implementing Partner
[3] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

ANNEXES

Annex 1:   Risk log matrix (An assessment of risks that may affect the project implementation and achievement of results)

Annex 2:   Letter of Service signed between UNDP and the Implementing Partner where UNDP Country Office will provide Implementation Support Services to a NIM project

Annex 3:   Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Annex 3:   Cost sharing agreements signed with donors/government (if any)

Annex 5:   Project cooperation agreement signed with NGOs (if any)

Annex 6:   Agreements between the Implementing Partner and Responsible Parties (Government entities, NGOs, etc)

Annex 7:   Terms of Reference for key project personnel should be developed and attached

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OFFLINE RISK LOG

(see Deliverable Description for the Risk Log regarding its purpose and use)

Project Title:	Reforms and Innovation in Government for High Performance			Project ID:0009_4073			Date:			
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status	
1	Consensus among key federal government agencies, including the Prime Minister's Office, Ministry of Planning, Establishment Division, Federal Public Services Commission, Ministry of Finance and the National School of Public Policy on the need for reform and the solutions developed may be difficult to secure	Jan 2016	Organizational Political	P=4, I=4	Extensive consultation with government at national and provincial level for ownership and acceptance	Project Manager	Feb 2016	Dec 2017	Modified	
2	Turnover among key positions within the Ministry of Planning, Development & Reform represents a loss in institutional memory and goodwill developed since the inception of the project and may also hamper delivery in the short and medium terms	Oct 2016	Organizational Political	P = 5, I = 3	This risk will be mitigated by broadening our contact points within the Ministry, switching counterpart offices as an interim arrangement with the consent of the senior management at the Ministry, re-affirming commitment on ongoing initiatives with the senior management, and having a well-prepared onboarding plan in place for the new team.	Project Manager	Dec 2017	Dec 2017	New Risk	
3	Political protest against the government may cause suspensions in project activities	Jan 2016	Political	P = 2 I = 5	Project will take appropriate steps and identify alternate means of implementation	Project Manager	Feb 2016	Feb 2016	No change	
4	Given that 2018 is an election year, reform and innovation may not figure very highly in the federal	Dec 2017	Political	P3, I=3	We can mitigate this to a certain extent by focusing more on mainstream activities such as capacity	Project Manager	Dec 2017	Dec 2017	New Risk	