

ORDS# 1668

Faisal Zaka/Sadia/OAU



United Nations Development Programme
TRACKING SHEET

1. Action Required: <input type="checkbox"/> Recruitment <input type="checkbox"/> Extension <input type="checkbox"/> Within Grade Increment <input type="checkbox"/> Separation / Completion <input checked="" type="checkbox"/> Other <u>AWP 2019</u>		2. Type of Contract: <input type="checkbox"/> Fixed Term Appointment: <input type="checkbox"/> Grade / Level <input type="checkbox"/> Temporary Appointment <input type="checkbox"/> Service Contract <input type="checkbox"/> Individual Contract		3. UNDP Staff Name: <input type="checkbox"/> UNV National <input type="checkbox"/> UNV International <input type="checkbox"/> Invoice Based (< \$2,500)		Job Title: Position Number (New/Existing): Place of Recruitment: Islamabad	
4. Budget <input checked="" type="checkbox"/> Project Name: Reforms & Innovation in Government for High Performance <input checked="" type="checkbox"/> Project ID & Expiry: 00094073 & 31-Dec-2019 <input checked="" type="checkbox"/> Unit / Agency: DGU <input checked="" type="checkbox"/> Administration / Office UNDP		5. Sourcing For IC Only <input type="checkbox"/> IC Value < USD 5,000 <input type="checkbox"/> Requires no competition <input type="checkbox"/> IC Value USD 5,000 – 100,000 <input type="checkbox"/> Head Hunting <input type="checkbox"/> IC Value USD above 100,000 <input type="checkbox"/> Newspaper <input type="checkbox"/> Competition * In the case of competition please choose the sourcing strategy. <input type="checkbox"/> Agreements (Max 13 W Days) <input type="checkbox"/> FINAL DONOR REPORTS (MAX 13 W DAYS) <input type="checkbox"/> LETTERS (MAX 7 W DAYS) <input type="checkbox"/> HR & PROCUREMENT (MAX 15 W DAYS)					



TITLE/NAME	DATE IN	DATE OUT	SIGNATURE
PROJECT MANAGER/ CTA (BUDGET OWNER)		31 Dec '18	[Signature]
ACD (QUALITY ASSURANCE)	[Signature]		
HEAD OF HUMAN RESOURCES	13/1	3/1	[Signature]
HEAD OF FINANCE	2/1/19	2/1/19	[Signature]
HEAD OF PROCUREMENT	02/01/2019	02/01/2019	[Signature]
STRATEGIC MANAGEMENT UNIT (SMU)	ORPS Embassment		
DCD (O)			
DCD (P)	29/1	29/1	[Signature]

Remarks (please provide any comments on objections/ notes):

FRMO 11) The amount of funds appearing on cover page does not match with the sum of amount appearing in detailed AWP cover page of MoP Pakistan

Detailed AWP	220,522/-	Cover Page	212,616/-
TRAC	1,98,83		200,000/-

Please correct. 2nd Jan 19.
Revised AWP Attached dated 21/1/19

please urge MoPDR to hold project Board Mtg.

Online Request Processing System



Muhammad Faisal Zaka

Ticket number 1,668

Requester:

Request Creation Date 8/01/2019

Job Aids

Generic Job Aid	Individual Consultant	Non PO Voucher (less then \$5K)	PO based Voucher	SC Contract	Admin services-Vehicle Management
---------------------------------	-----------------------	---------------------------------	------------------	-------------	-----------------------------------

Workflows

Individual Consultant	Non PO Voucher (less then \$5K)	PO based Voucher	SC Contract	Admin services-Vehicle Management
---------------------------------------	---------------------------------	------------------	-----------------------------	---

POPP Link

POPP	Accounts Payable	Individual Contract	Service Contract	Admin services-Vehicle Management
----------------------	------------------	---------------------	------------------	---

Action Requires/Brief Description

Approval of AWP 2019

Detailed Description

AWP 2019 of Reforms & Innovation Project is submitted for review & endoresement

Previous Reference (If any)

Attachments Documents

RI AWP 19-DGU SMU 09-Jan-19.docx

Work Flow :

Request Processor 1

Sadia Hanif

Comments By Processor:

revised AWP attached. Comments addressed 1) Targets are changed to "no targets"

Comments By Originator/Requestor:

Modified on: 28/01/2019

Action Taken

Endorse

Add more Request Processor

Request Processor 2

Syed Sabeeh

Comments By Processor:

the first two pages has issues which i have fixed in the file uploaded here - this sho ^ also the unit must endorse the case before i receive it - if yo dont want to use ORP!

Comments By Originator/Requestor:

Revised document is attached for endorsement

Modified on: 28/01/2019

Action Taken

Endorse

- Add more Request Processor
- Add more Request Processor
- Add more Request Processor
- Add more Request Processor

Request Processor 6	Kaiser Ishaque Comments By Processor
<p>Comments By Originator/Requestor:</p>	
<p>Modified on: 28/01/2019</p>	
<p>Action Taken: Endorse</p>	

- Add more Request Processor
- Add more Request Processor
- Add more Request Processor
- Add more Request Processor

Notification Centre:

- Processor 1: Sadia Hanif
- Processor 2: Syed Sabeeh
- Processor 3:
- Processor 4:
- Processor 5:
- Processor 6: Kaiser Ishaque
- Processor 7:
- Processor 8:
- Processor 9:
- Processor 10:

Current Status:
InProgress

Client Satisfaction Rating

Final Comments by Originator

Level of Satisfaction Rating:
Client Satisfaction Level:

- Excellent
- Good
- Satisfactory
- Poor

Originator Final Comments:

Current Status : InProcess



Annual Work Plan 2019

Project Title:	Reforms and Innovation in Government for High Performance
OP III/Country Programme Outcome	Increased effectiveness and accountability of governance mechanisms
Country Programme Output	CPD Output 9.1: Democratic governance of state institutions, including Parliament, provincial assemblies, local governments and electoral management bodies, strengthened to be responsive to citizens and accountability, for improved service delivery.
Project Outputs:	<p>Output 1: Performance based management system embedded in government institutional architecture</p> <p>Output 2: Civil service and public administration reforms aimed at establishing distinct transparency and accountability mechanisms implemented</p> <p>Output 3: Poverty measurement along with effective implementation and monitoring of SDGs social development indicators</p> <p>Output 4: MOPDR is positioned as a model ministry driving innovation and high-performance delivery</p>
Implementing Partner:	UNDP
Responsible Parties:	UNDP, Ministry of Planning, Development & Reform

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 the Government's agenda towards the civil service reform, targeted results and improve inter-provincial and inter-departmental coordination. 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 PSDP/ ADP put in place and operational; 2) Civil service and Public Administration reforms with distinct accountability and transparency mechanism promoted and piloted; 3) Planning Ministry positioned and strengthened as public sector think-tank and interprovincial coordinator on development issues. The initiative is being 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.

<p>Programme Period: 2018-2022</p> <p>Atlas Project ID: 00086908 Atlas Output ID: 00094073</p> <p>Start date: 01 March 2015 End Date: 31 December 2019</p> <p>PRB Meeting Date: January 23, 2019 (tentative)</p> <p>Project Board Meeting Date: TBD</p>	<p>2019 AWP budget:</p> <table> <tr> <td>Total resources required</td> <td>USD 518,616</td> </tr> <tr> <td>Total Cash Available:</td> <td>USD 518,616</td> </tr> <tr> <td> • GOP</td> <td>USD 318,616</td> </tr> <tr> <td> • UNDP</td> <td>USD 200,000</td> </tr> <tr> <td>Total available resources for 2018:</td> <td>USD 518,616/-</td> </tr> <tr> <td> • Regular (Core)</td> <td></td> </tr> <tr> <td> • Other: GOP</td> <td>USD 318,616</td> </tr> <tr> <td> UNDP</td> <td>USD 200,000</td> </tr> <tr> <td>Unfunded budget:</td> <td></td> </tr> <tr> <td>Other resources</td> <td>NIL</td> </tr> <tr> <td>In-kind Contributions</td> <td>NIL</td> </tr> </table>	Total resources required	USD 518,616	Total Cash Available:	USD 518,616	• GOP	USD 318,616	• UNDP	USD 200,000	Total available resources for 2018:	USD 518,616/-	• Regular (Core)		• Other: GOP	USD 318,616	UNDP	USD 200,000	Unfunded budget:		Other resources	NIL	In-kind Contributions	NIL
Total resources required	USD 518,616																						
Total Cash Available:	USD 518,616																						
• GOP	USD 318,616																						
• UNDP	USD 200,000																						
Total available resources for 2018:	USD 518,616/-																						
• Regular (Core)																							
• Other: GOP	USD 318,616																						
UNDP	USD 200,000																						
Unfunded budget:																							
Other resources	NIL																						
In-kind Contributions	NIL																						

Agreed by UNDP (CD / DCD-P):

Date:

To be adjusted based on 30/1/2019
the Project Board meeting results.

Annual Work Plan 2019

Expected Outcomes	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
<p>Output 1: Performance based management system embedded in government institutional architecture</p> <p>Indicator 1.1 Extent to which performance tracking mechanism is in place and functional</p> <p>Scale: 1: not functional 2: very partially functional 3: partially functional 4: Functional</p> <p>Baseline 1.1 2- very partially functional</p> <p>Description: No performance-based management system exists in government institutions. Performance reports (ACR/PERS) are used but they are not effectively tied to performance.</p> <p>Target 1.1 3: partially functional</p> <p>Description: Government institutions are regularly and effectively tracking and managing their performance</p>	<p>Activity Result 1.1.1 Comprehensive performance management initiatives in place to improve performance and governance</p> <p>Action 1.1.1.a Develop, tailor, and/or install a performance management dashboard system (inception phase)</p>		UNDP	UNDP	Firm – Contractual Services (72100)	5,000

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
	Action 1.1.1.b Modalities to recruit focal persons from 11 ministries / private-sector to develop new performance contracts for 2018, monitor and report on progress and introduce performance contracting at the sub-organizational levels (pilot phase)		UNDP	UNDP	Local consultants (71300)	5,000
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						
Baseline						
1.2: 2 very partial capacity						
Ministries have limited capacity in place to effectively manage performance-centered reforms						
Target:						
1.2: 3 partial capacity						
Government officials' capacity developed to lead, manage and sustain performance-centred reforms						
Activity Result 1.2.1						
Action 1.2.1						
Implement and fund the Harvard University designed Training Program on Building Capacity to Use Research Evidence (BCURE) through National School of Public Policy (NSPP) for the training participants of Common Training Program (CTP), Mid-Career Management Course (MCMC), Senior Management Course (SMC), and National Management Course (NMC) during the life of the project.						
			NSPP	GOP	Training, Workshops and Confer (75700) LOA with NSPP	203,992
			UNDP	UNDP	Travel (71600)	5,000

Output ID: 94073

Project Title: Reforms and Innovation in Government for High Performance

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
Description: Ministries are able to utilize their resources to improve performance						
<p>Indicator 1.3 Extent to which government applies digital / electronic measures to improve its functioning.</p> <p>Scale 1: not at all 2: very partially 3: partially 4: largely</p> <p>Baseline 1.3.2: very partially</p> <p>Description: Only limited digital mechanisms for government transparency, accountability and responsiveness exist such as e-filing in Establishment Division.</p> <p>Target 1.3: No Target</p>	No Actions					
Indicator 1.4	Activity Result 1.4.1 Innovation and citizen-centeredness is promoted for excellence in governance and public service delivery.					

Output ID: 94073

Project Title: Reforms and Innovation in Government for High Performance

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
<p>Extent to which institutions show innovation and citizen-centeredness</p> <p>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</p> <p>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.</p> <p>Target 1,4: 1-4 Description: Government institutions show innovation and citizen-centeredness in public service delivery</p>	<p>Action 1.4.1a Organize first Innovation Awards / Fund / Policy and National Consultation on "Developing Innovative Governance Models for Pakistan"</p>		UNDP	UNDP	Firm - Contractual Services (72100)	15,000
Total Output 1						233,992
Activity Result 2.1.1 Research, analysis and consensus needed to undertake reforms is completed.						
Output 2 Civil service and public administration reforms to establish distinct transparency and	Action 2.1.1.a Conduct policy research on Civil Service / Service		UNDP	UNDP	Local consultants (71300)	15,000

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
<p>accountability mechanisms implemented.</p> <p>Indicator 2.1 The extent to which research and analysis informs the implementation of reforms</p> <p>Scale</p> <ol style="list-style-type: none"> 1. No change 2. To a small extent 3. To some extent 4. To a great extent 5. Fully evident <p>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.</p> <p>Target 2.1: 4 to a great extent Description: High quality research is produced and it informs the reforms process</p>	<p>Delivery Reforms (Recruitment, Trainings, Job Descriptions, Performance Management, Tenure Protection, and Compensation)</p> <p>Action 2.1.1.b Early engagement for anti-corruption initiative on Reforming Public Procurement</p> <p>Action 2.1.1.c Follow-up activities on 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, better gender integration and resource enhancement</p>		UNDP	UNDP	Local consultants (71300)	20,000
<p>Indicator 2.2 Reforms are guided and supported by stakeholders</p> <p>Scale</p>	<p>Activity Result 2.2.1 Reforms are guided and endorsed by stakeholders and regularly reviewed at different platforms.</p> <p>2.2.1.a Provide Logistical support for stakeholder</p>		UNDP	UNDP	Travel (71600)	5,000
					Training, Workshops and Confer	10,000

Output ID: 94073

Project Title: Reforms and Innovation in Government for High Performance

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
<p>1: not at all 2: very partially 3: partially 4: largely</p> <p>Baseline 2.2: 2 very partially Description: There is general agreement that the civil service needs improvement but there is considerable scepticism about the reform effort, lack of clarity on what is to be done, and wide difference about how to go about it.</p> <p>Target 2.2: 3 partially Description: Stakeholders understand and agree to a broad range of reforms and endorse the implementation strategy (1 to 2).</p>	<p>consultations on civil service reforms</p>				(75700)	
<p>Indicator 2.3 Number of research and pilots that support improvement in Public Sector Delivery</p> <p>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</p>	<p>Activity Result 2.3.1 Research and pilots to support improvements in public sector service delivery.</p> <p>Action 2.3.1a Activities based on the first citizens' perception survey on critical government public services</p>		UNDP	UNDP	Firm – Contractual Services (72100)	14,239

Output ID: 94073

Project Title: Reforms and Innovation in Government for High Performance

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
<p>Baseline 2.3: 1 No study 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.</p> <p>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.</p>						
<p>Total Output 2</p> <p>Output 3: Poverty measurement along with effective implementation and monitoring of SDGs social development indicators</p> <p>Indicator 3.1. Extent to which the Multidimensional Poverty Index (MPI) methodology is effectively institutionalized to measure poverty</p> <p>Note: This output is no longer active since UNDP is implementing a full-scale project on SDGs under DPU.</p>						64,239

Output ID: 94073

Project Title: Reforms and Innovation in Government for High Performance

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
<p>Scale:</p> <ol style="list-style-type: none"> 1. No Change 2. To a small/limited extent 3. To Some extent 4. To a great extent 5. Fully evident <p>Baseline</p> <p>3.1: 1 MPI tracking mechanisms do not exist at national and sub national levels</p> <p>Target</p> <p>3.1: No Target</p> <p>Indicator 3.2</p> <p>Extent to which MPI is used for key development policy decisions and resource allocation</p> <p>Scale:</p> <ol style="list-style-type: none"> 1. No Change 2. To a small/limited extent 3. To Some extent 4. To a great extent 5. Fully evident <p>Baseline</p> <p>3.2: 1 Multi-dimensional poverty is not being used by government institutions to inform key</p>						

Output ID: 94073

Project Title: Reforms and Innovation in Government for High Performance

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
<p>development policy decisions and resource allocation</p> <p>Target 3.2: No Target</p> <p>Indicator 3.3 Existence of robust framework for SDGs</p> <p>Scale: 1: not functional 2: very partially functional 3: partially functional 4: Functional</p> <p>Baseline 3.3: 1 Technical assistance and support was provided to national and provincial governments for MGDs progress monitoring and prioritization of post 2015 development agenda but transition to SDGs yet to take place</p> <p>Target 3.3: No Target</p> <p>Total Output 3</p>						
Activity Result 4.1.1						

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
<p>Output 4: MOPDR is positioned as a model ministry driving innovation and high-performance delivery</p> <p>Indicator 4.1 The extent to which MOPDR leads and monitors other ministries/partners on reform and innovation</p> <p>Scale</p> <ol style="list-style-type: none"> 1. No change 2. To a small extent 3. To some extent 4. To a great extent 5. Fully evident <p>Baseline 4.1: 2 to a small extent Description: Insufficient human resource capacities, systems, procedures and MOPDR hamper its performance.</p> <p>Target 4.1: 3 to some extent Description: MOPDR is recognised as a model ministry capable of leading change (1 to 3)</p>	<p>Human and institutional capacities of MOPDR developed to improve their own performance and lead change.</p> <p>4.1.1.a Study tour for G2G / south-south learning to learn on performance management and / or civil service reforms (Recruitment, Trainings, Job Descriptions, Performance Management, Tenure Protection, and Compensation)</p>		UNDP	UNDP	Training, Workshops and Confer (75700)	50,000
	<p>Action 4.1.1b Provide technical assistance to MoPDR to act as a research think-tank to Government of Pakistan</p>		UNDP	GOP	Local consultants (71300)	20,000

Expected Outcomes	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
<p>Indicator 4.2 Extent to which a positive debate and understanding on governance reforms exists</p> <p>Scale</p> <ol style="list-style-type: none"> No change To a small extent To some extent To a great extent Fully evident <p>Baseline 4.2: 2 to a small extent</p> <p>Description: There is general support but incomplete understanding of reforms as shown through media reports and social media feedback.</p> <p>Target 4.2: 3 to some extent</p> <p>Description: Greater understanding and support for reforms amongst the general public</p>	<p>Activity Result 4.2.1 A citizen-state communications system functions to share information, receive feedback and build trust and understanding.</p> <p>4.2.1.a Support establishment of Government to Citizen communication Centre (G2C3)</p>		UNDP	GOP	Firm – Contractual Services (72100)	5,000
	<p>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.</p> <p>Scale 1: none</p>	<p>Activity Result 4.3.1 Knowledge is created and shared supporting innovation and reforms in governance and public service delivery.</p> <p>Action 4.3.1a Ensure participation of MoPDR in national and international knowledge sharing events</p>		UNDP	UNDP	Training, Workshops and Confer (75700)

Output ID: 94073

Project Title: Reforms and Innovation in Government for High Performance

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
2: one of the three types 3: two of the three types 4: all three types 5: over and above the three types						
Baseline: 4.3: 3 two of the three types Description: Research is created but only has limited dissemination, use and influence on policy.						
Target 4.3: 4 all three types Description: All types of research, learning and sharing is done and used to influence policy and reforms						
	4.3.1.b Develop, Implement and fund the Harvard University designed Training modules on Building Capacity to Use Research Evidence (BCURE) for MoPDR employees (Pilot Phase)		UNDP	GOP	Training, Workshops and Confer (75700)	8,083
Total Output 4						93,083
TOTAL Output 1-4						391,314
Project Technical Cost						
Advisor- RBM (SB-5/2)			UNDP	GOP	71405- Contractual Service Ind	47,000

Expected Outcomes	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
Communications Officer SB-4/1			UNDP	GOP	71405- Contractual Service Ind	22,000
DPC			UNDP	GOP	64300	3,261
Sub Total Technical Cost						
Project Operations Cost						
Sr. HR & Procure Associate SB-3/3			UNDP	UNDP	Contractual Service Ind (71400)	18,500
Admin & Finance Assistant SB- 3/1			UNDP	UNDP	Contractual Service Ind (71400)	10,500
Office Assistant SB-1/2			UNDP	UNDP	Contractual Service Ind (71400)	5,500
Equipment and Supplies			UNDP	UNDP	Equipment and Furniture (72200)	5,000
Common Services (Security, salary survey, Email, LMS etc.)			UNDP	UNDP	Utilities (73100)	3,000
DPC			UNDP	UNDP	74500	3,261
Sub Total Operations Cost						
Total Project Technical & Operations Cost						
						45,761
						118,022
UNDP General Management Services (GMS) – 3%			UNDP	GOP	Facilities & Administration (75100)	9,280
Grand Total						
						518,616

Output ID: 94073

Project Title: Reforms and Innovation in Government for High Performance

II. Monitoring Plan 2018

(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
Country Programme Document Outcome 1: Increased effectiveness and accountability of governance mechanisms	Government effectiveness, and rule of law as measured by World Bank's 'Worldwide Governance Indicators'	World Bank Worldwide Governance Indicators' estimate of governance (2016) • Government effectiveness: -0.63 • Rule of law: -0.82 • Control of corruption: -0.76	2022-World Bank, Worldwide Governance Indicators' estimate of governance • Government effectiveness: -0.36 • Rule of law: -0.67 • Control of corruption: -0.73	Specific publication, evaluation, survey, field observation, interviews, etc	OPIL mid-term review	UNSDF- Outcome 9 working group-		
CPD Output 9.1: Democratic governance of state institutions, including Parliament, provincial assemblies, local governments and electoral management bodies, strengthened to be responsive to citizens and accountability, for improved service delivery.	Existence of national and sub-national governments have improved capacities to plan, budget, manage and monitor basic services	No	No	Annual Progress Report	Annually	Project Manager	500	Lack of consensus amongst key Federal Government Ministries including PM's office, Ministry of Planning, Establishment Division, Federal Public Service Commission on institutional

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
Output 1: Performance-based management system embedded in government institutional architecture	<p><i>Indicator 1.1</i> 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</p> <p><i>Indicator 1.2</i> Extent to which government applies digital/electronic measures to improve its functioning. Scale 1: not at all 2: very partially 3: partially 4: largely</p>	<p>1.1: 1 very partial capacity Description: Ministries have limited capacities in place to effectively manage performance-centred reforms</p> <p>1.2: 2 very partially Description: Only limited digital mechanisms for government transparency, accountability and responsiveness exist such as e-filing in Establishment Division.</p>	<p>1.1: 2 Partial capacity Description: Ministries are able to utilise their resources to improve performance</p> <p>1.2: 3 partially Description: Ministries use e-governance to improve performance and management</p>	1.1 Review study/report 1.2 Review study/report	Bi-Annual	Project Manager	TBD	and civil service reforms agenda hampers project implementation Lack of capacity or willingness of public sector officials to adopt performance-based management system

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
	<p>Indicator 1.4 Extent to which institutions show innovation and citizen-centeredness</p> <p>Scale</p> <p>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</p>	<p>1.4: 1 not at all</p> <p>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.</p>	<p>1.4: 1-4</p> <p>Description: Government institutions show innovation and citizen-centeredness in public service delivery</p>	1.4 Survey and results				

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
Project Output 2: Civil service and public administration reforms aimed at establishing distinct transparency and accountability mechanisms implemented	<p><i>Indicator 2.1</i> The extent to which research and analysis informs the implementation of reforms</p> <p>Scale</p> <ol style="list-style-type: none"> 1. No change 2. To a small extent 3. To some extent 4. To a great extent 5. Fully evident 	<p>2.1: 2 to a small extent</p> <p>Research exists, such as the NCGR report and previous Pay Commission reports, but are rarely used to inform the way of work.</p>	<p>2.1: 4 to a great extent</p> <p>Description: High quality research is produced and it informs the reforms process</p>	<p>2.1</p> <p>Review study/report, key informant interviews</p>	<p>Bi-Annual</p>	<p>Project Manager</p>	<p>TBD</p>	<p>Lack of cooperation on part of public sector officials to adopt civil service and public administration reform</p>
	<p><i>Indicator 2.2</i> Reforms are guided and supported by stakeholders</p> <p>Scale</p> <ol style="list-style-type: none"> 1: not at all 2: very partially 3: partially 4: largely 	<p>2.2: 2 very partially</p> <p>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.</p>	<p>2.2: 3 partially</p> <p>Description: Stakeholders understand and agree to a broad range of reforms and endorse the implementation strategy (1 to 2).</p>	<p>2.2</p> <p>meeting reports</p>				
	<p><i>Indicator 2.3</i> Number of research and pilots that support</p>	<p>2.3: 1 No study or pilot</p> <p>There is a consensus that public sector service</p>	<p>2.3: 2 at least 1 study or pilot</p>	<p>2.3</p> <p>Pilot & research reports,</p>				

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
	<p>improvement in Public Sector Delivery Scale</p> <p>1: No study or pilot</p> <p>2: at least 1 study or pilot</p> <p>3: 2 studies or 2 pilots</p> <p>4: four studies</p> <p>5: five studies</p>	<p>delivery need to be improved. However, there is not much information on evidence of the type of governance reforms needed to achieve this.</p>	<p>Description: evidence exists on how government reforms can improve public sector service delivery in selected sections.</p>	survey results				
<p>Output 3: Poverty measurement along with effective implementation and monitoring of SDGs social development indicators</p>	<p>Indicator 3.1. Extent to which the Multidimensional Poverty Index (MPI) methodology is effectively institutionalized to measure poverty</p> <p>Indicator 3.2 Extent to which MPI is used for key development policy decisions and resource allocation</p> <p>Indicator 3.3</p>	<p>Baseline</p> <p>3.1: 1 MPI tracking mechanisms do not exist at national and sub national levels</p> <p>3.2: 1 Multi-dimensional poverty is not being used by government institutions to inform key development policy decisions and resource allocation</p>	<p>3.1: No Target</p> <p>3.2: No Target</p>	NA	NA	NA	NA	NA

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
	Existence of robust framework for SDGs	3.3: 1 Technical assistance and support was provided to national and provincial governments for MGDs progress monitoring and prioritization of post 2015 development agenda but transition to SDGs yet to take place	3.3: No Target					
Project Output 4: MoPDR positioned as a model ministry for innovation and high-performance delivery	<p>Indicator 4.1 The extent to which MOPDR leads and monitors other ministries/partners on reform and innovation</p> <p>Scale</p> <ol style="list-style-type: none"> 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
	Indicator 4.2	4.2: 2 to a small extent	4.2: 3 to some extent	4.2 Review				

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
	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	Description: There is widespread support but incomplete understanding of reforms as shown through media reports and social media feedback.	Description: Greater understanding and support for reforms amongst the public	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 5: over and above the 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				

III. Recruitment Plan 2019

Subject to availability of funds, the project will fill the vacant positions.

#	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

IV. Procurement Plan 2019

#	Description	Type (good, service, works)	Total Estimated Budget	Estimated Budget (\$ 2018)	Responsible party (UNDP/EA D/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.	1.1.1.a Develop, tailor, and/or install a performance management dashboard system (inception phase)	Service	5,000	5,000	UNDP	RFP	Mar 2019	Mar 2019	N/A	N/A	Apr 2019	Dec 2019	NPM
2.	1.1.1.b Modalities to recruit focal persons from 11 ministries / private sector to develop new performance contracts for 2017-18, monitor and report on progress and introduce performance contracting at the sub-organizational levels (pilot phase)	Service	5,000	5,000	UNDP	IC Notice	Feb 2019	Feb 2019	N/A	N/A	Apr 2019	Dec 2019	NPM
3.	Action 1.4.1a Organize first Innovation Awards / Fund / Policy and National Consultation on "Developing Innovative Governance Models for Pakistan"	Service	5,000	5,000	UNDP	RFP	Mar 2019	Mar 2019	N/A	N/A	May 2019	Dec 2019	NPM
4.	Action 2.1.1.a Conduct policy research on recruitment, job descriptions, performance management and compensation policies of civil servants	Service	15,000	15,000	UNDP	IC Notice	Feb 2019	May 2019	N/A	N/A	Jun 2019	Nov 2019	NPM

5.	Action 2.1.1.b Conduct a policy research on early engagement for anti-corruption initiative	Service	20,000	20,000	UNDP	IC Notice	Apr 2019	May 2019	N/A	N/A	Jun 2019	Nov 2019	NPM
6.	Action 2.3.1a Follow-up activities based on the first citizens' perception survey, including development of mobile apps for gathering citizen feedback on critical government services	Service	14,239	14,239	UNDP	RFP	Jan 2019	Jan 2019	N/A	N/A	Apr 2019	Jun 2019	NPM
7.	Action 4.1.1b Support establishment of MoPDR as Research & Knowledge Management Hub	Service	20,000	20,000	UNDP	IC Notice	Mar 2019	Mar 2019	N/A	N/A	May 2019	Dec 2019	NPM
8.	Action 4.2.1.a Support establishment of Government to Citizen communication Centre (G2C3)	Service	5,000	5,000	UNDP	RFP	Jun 2019	Jun 2019	N/A	N/A	Aug 2019	Dec 2019	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) provides overall direction and strategic guidance to the programme. The PB is responsible for making by consensus, management decisions for the programme and holding periodic reviews. The PB is co-chaired by UNDP and Ministry of Planning Development and Reforms. The other members include officials from EAD, donors, Provincial Representatives, Pakistan Bureau of Statistics etc.

The Project Board (PB) meetings are to 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 stakeholder's consultations.

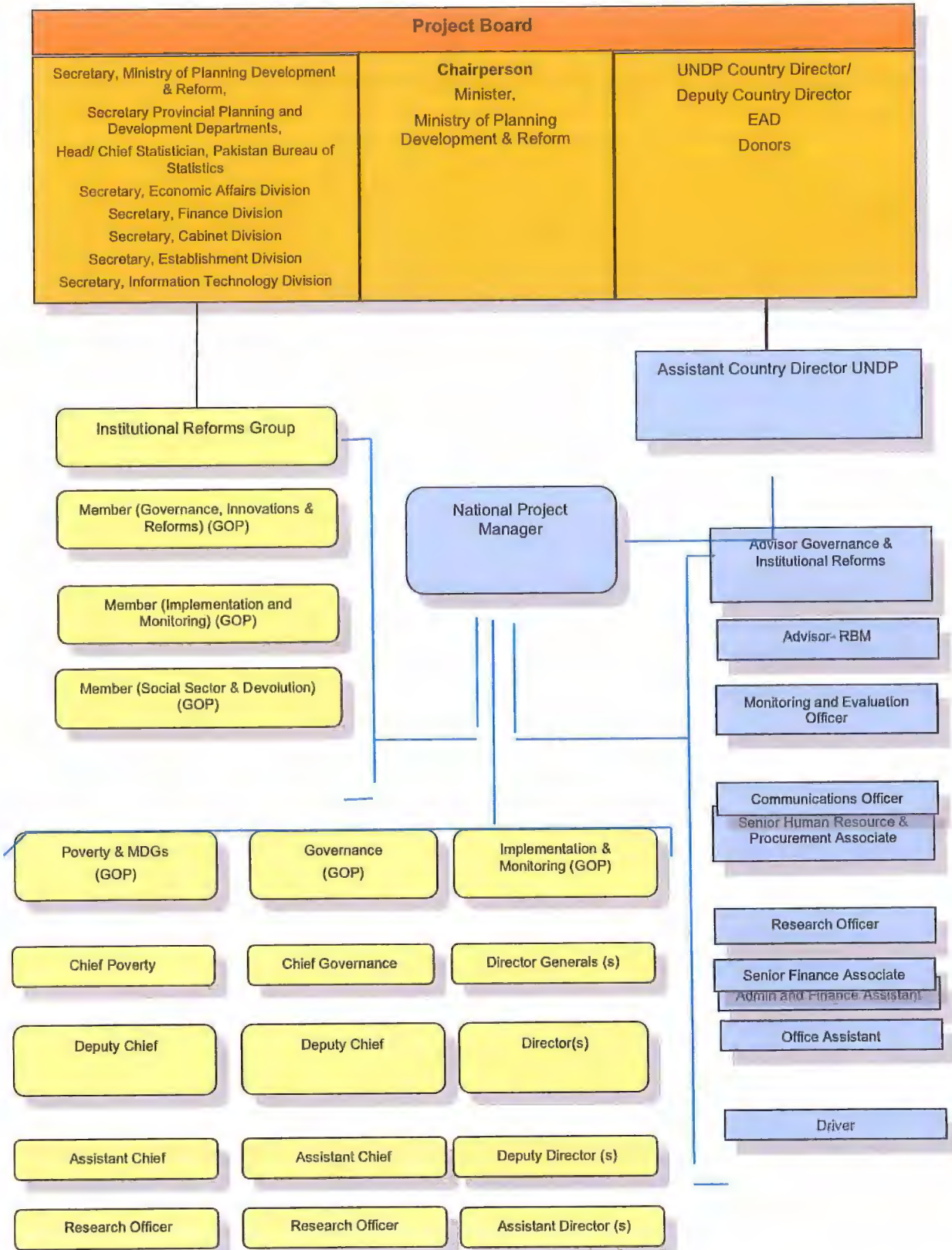
The Programme Management Unit (PMU) is headed by a National Project Manager who is will be coordinating closely with the technical team including senior advisors (Governance Reforms, RBM) and senior officials in government including Member (Governance) MOPDR.

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.

Output ID: 94073

Project Title: Reforms and Innovation in Government for High Performance

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.



VI. Planning, Monitoring and Reporting

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

Planning 2019 & Reporting 2018

Timeline / Target Date	Activity	Primary Responsibility
Integrated Work Plan (IWP) 2019		
TBC		
Annual Work Plans 2019		
Latest by Tue Nov 27, 2018	Projects create AWP 2019 in MS Word template (Excel is okay for Budget Work Plan (1st matrix)) and send both Word and Excel files to Programme Officer for review (AWP draft developed in consultation with partners)	Project Managers (CTA/CTS/NPM, etc.)
Thu Nov 29, 2018	Programme Officers send draft AWPs to ACDs for their review and clearance	Programme Officers
Latest by Tue Dec 4, 2018	ACDs circulate draft AWPs to Heads of MSU, Procurement, HR, Finance, Operations Manager and DCD-P for their review, cc other 3 ACDs for their information and synergy	ACDs
Dec 6, 7, 10, 11, 2018 (Thu, Fri, Mon, Tue)	DCD-P hold draft AWP internal review meetings. Heads of MSU, Procurement, HR, Finance, and Operations Manager will provide verbal feedback or seek clarification to ACDs and Project Managers. If necessary, additional written comments to be shared to Projects latest by Dec 12	DCD-P/MSU (Required participants are: DCD-P, Operations Manager, Heads of HR, Finance, Procurement, MSU plus concerned ACD and Project Manager of project to be discussed)
Dec 12-19, 2018	Project schedule Project Steering Committees to:	Project Managers
	a) Review of project contribution to results and financial delivery 2018 including progress on Project Quality Assessment b) Review and endorsement of AWP 2019	
Latest by Fri Dec 21, 2018	ACDs submit final AWP (which incorporated feedback from the meetings above) to DCD-P for final review and signature	ACDs
December 24-28, 2018	Once AWP signed, 2019 AWP budgets and targets are uploaded in ATLAS including achievements against 2018 targets	Projects

Annual Progress Report 2018		
January 30, 2019	Submit project final draft of Annual Progress Reports 2018 to MSU	Programme Units/Projects
February 12, 2019	Finalisation of Annual Progress Reports 2018	MSU/Senior management
Result Oriented Annual Report (ROAR) 2018		
November 30, 2018	IRRF/CPD indicators reporting (Baselines/Milestones/Targets -BMT) and share with MSU	Programme Units/Projects
December 17, 2018	First draft ROAR shared with MSU and Senior Management	Programme/Projects
TBC	IRRF/CPD indicators reporting (Baselines/Milestones/Targets -BMT) locked in CPS	HQ
January 21, 2019	RBAP is alerted for ROAR final Review and approval	Senior Management
January 31, 2019	ROAR locked in CPS	HQ
International Aid Transparency Index (IATI) Dashboard 2017		
December 25, 2018	Final update of 2018 data reported in IATI Dashboard (Results/PO vouchers/locations/documents in ATLAS)	MSU in coordination with Programme/Projects
December 31, 2018	IATI Status Locked	HQ

VII. Legal Context

This document together with the CPD 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.

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)

OFFLINE RISK LOG(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)

		Project ID:00094073			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	November 2018	Modified
2.	Turnover among key positions within the Government, MoPDR, and the project 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	November 2018	Modified
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	November 2018	No change
4.	Once the last government tranche received of USD 0.7 million is expended, the Ministry of Planning may be reluctant to transfer further	Dec 2017	Organizational	P2, I=4	We may relieve this pressure by capitalizing on mobilization efforts made with UK-DFID, SDC and or	Project Manager	Dec 2017	December 2018	New Risk

Project Title: Reforms and Innovation in Government for High Performance

	funds until UNDP matches their commitment through own and/or mobilized resources/funds which may be difficult as project impacts are still at a premature stage.											
5.	The government has established an Institutional Reform Cell (IRC) at the Prime Minister Office head by a Cabinet Minister which is now given the mandate to lead reforms in the government. The role of MoPDR in the presence of IRC is not very clear which may become clear after the government marks its first 100-days.	Organizational	P2, I=4			USAID this year. We may also intensify outreach and mobilization from a broader base of donors active in governance and public sector management. We may relieve this pressure by positioning the project close to both MoPDR and IRC where MoPDR acts as a technical thinktank for the government / IRC.	Project Manager	November 2018	December 2018	New Risk		
6.	Some of the proposed reforms require constitutional amendments which the parliament may or may not endorse.	Organizational	P2, I=4			The project may engage with parliamentarians to build consensus on the reform initiatives in order to improve the public service delivery.	Project Manager	November 2018	December 2018	New Risk		