

## Annual Work Plan 2015

### United Nations Development Programme-Pakistan

<b>Project Title</b>	Pakistan Sustainable Transport Project (PAKSTRAN)
<b>OP/Country Programme Outcome:</b>	Strengthening national capacities to mainstream environment and energy concerns into national development plans and implementations systems
<b>Country Programme Output:</b> <i>(Those linked to the project and extracted from the CPAP)</i>	Industrial development, both urban and rural, emphasizing small and medium enterprises/ small and medium industry development, women's participation, clean development and sustainable energy supply and use at affordable cost Output 1: Operational Sustainable Urban Transport in Punjab province
<b>Project Output(s):</b> <i>(Those that will result from the project and are taken from the Project Strategy)</i>	Output 2: Operational Sustainable Urban Transport in Sindh province Output 3: Improved energy efficiency in truck freight transport Output 4: Increase public awareness and institutional capacity on sustainable transport concepts
<b>Implementing Partner:</b>	Ministry of Water and Power, Government of Pakistan Government of Punjab (P&D Department)
<b>Responsible Parties:</b>	Government of Sindh (Transport Department) Ministry of Communication, Government of Pakistan International Union for Conservation of Nature (IUCN)

#### Brief Description

*The objective of the project is to reduce the growth of the energy consumption and related greenhouse gas emissions from the transport sector in Pakistan, while simultaneously improving urban environmental conditions and improving Pakistan's trade competitiveness by 1) creating an enabling investment environment for sustainable urban transport; 2) creating an institutional and policy framework that is supportive of urban transit development; 3) improving the fuel efficiency of trucking freight transport; and 4) increasing awareness and capacity in Pakistan on sustainable transport.*

**Programme Period:** 2013-2017

**Atlas Project ID:** 00058561

**Atlas Output ID:** 00072773

**Start date:** June 18, 2011

**End Date:** June 17, 2016

**PSC/PB Meeting Date:** 11 December 2014

**Management Arrangements:** NIM

**2015 AWP budget:** US\$ 2,660,257

**Total resources required:** US\$ 2,660,257

**Total allocated resources:** US\$ 2,660,257

• Regular US\$. 200,000

• Other:  
     ○ GEF: US\$. 2,460,257

**Unfunded budget:** \_\_\_\_\_0\_\_\_\_\_

**In-kind Contributions:** \_\_\_\_\_

Agreed by [Implementing Partner - NPD]: \_\_\_\_\_

*[Signature]* 29/1/15

Agreed by UNDP (CD / DCD-P): \_\_\_\_\_

*[Signature]* 28/1/15

I. ANNUAL WORK PLAN 2015

PROJECT ID: 00072773 PROJECT TITLE: PAKISTAN SUSTAINABLE TRANSPORT (PAKSTRAN) PROJECT

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIME FRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description Amount (US\$)	
Output 1: Operational sustainable urban transport system in Punjab Province									
<p><b>Sub-Output 1.1:</b> Feasibility plans for a demonstration integrated BRT system in selected cities in Punjab province</p> <p><b>Indicators:</b>                      1.1.1: Number of completed feasibility plans prepared for BRT in Punjab                      1.1.2: Number of studies awarded and completed.  <b>Baseline:</b>                      1.1.1: No complete feasibility plan on BRT is available in Punjab                      1.1.2: No updated data available on public transport services and feeder routes.</p> <p><b>Targets 2015:</b>                      1.1.1: Two feasibility plans augmented for BRT in Lahore                      1.1.2: Final report of the consultant on public transport and feeder routes.</p>	<p><b>1.1.1 Activity Result</b>                      Feasibility plans augmented to develop remaining 3 BRT corridors in Lahore.</p> <p><b>Action:</b> Complete surveys of all public transport services in the city particularly feeder routes of the BRT corridor-1 from Gajjumatta to Shahdara in Lahore. These public transport and feeder routes surveys would be helpful to augment feasibility plans for BRT in Lahore.</p> <p><i>Note: Lahore Rapid Mass Transit (LRMT) comprises four corridors, including: Green Line, Orange Line, Purple Line and Blue Line. A transport network related paper (in the context of Lahore) published in Pakistan Journal of Science, vol.64 NO4, December 2012, is attached herewith for ready reference please.</i></p>	X	X	X		GEF	Contractual Services-Companies	91,557	
						P&D Deptt., Punjab	UNDP		7,443
<p><b>Sub-Output 1.2:</b> Plans for implementing demonstration integrated BRT system</p> <p><b>Indicators:</b></p>	<p><b>1.2.1 Activity Result:</b>                      Strategic plan developed for integration of public transport feeder routes with the BRT corridor from</p>	X	X	X		P&D Deptt., Punjab	GEF	Contractual Services-Companies	129,012

<p>1.2.1: Extent to which effective capacity building programmes for UU developed and implemented</p> <p>1.2.2: Number of approved integrated BRT implementation plans for selected cities in Punjab Province</p> <p><b>Baseline:</b></p> <p>1.2.1: Lack of holistic planning for integrated BRT system in Punjab</p> <p>1.2.2: No approved integrated BRT implementation plans for selected cities in Punjab</p> <p><b>Targets 2015:</b></p> <p>1.2.1: No. of feasibility plans from Sub-output 1.1 being upgraded to holistic BRT implementation plan for the BRT system</p>	<p>Gajjumatta to Shahdara in Lahore</p> <p><b>Action:</b> Studies for development of strategic/holistic BRT implementation plan (feasibility plans being upgraded from sub-out put 1.1) for integration of public transport in the city particularly feeder routes with the BRT corridor from Gajjumatta to Shahdara in Lahore.”</p> <p><b>Action:</b> To complete studies as per TORs developed for the purpose</p> <p>(a) Mapping of land use and infrastructure along BRT corridor from Gajjumatta to Shahdara in Lahore.</p> <p>(b) Mapping of environmental and socio-economic profile along BRT corridor from Gajjumatta to Shahdara in Lahore.</p> <p>(c) Land use revitalization and redevelopment strategies and plans along BRT corridor from Gajjumatta to Shahdara in Lahore.</p>				10,488
<p><b>Sub-Output 1.3:</b> Infrastructure for a demonstration BRT system</p> <p><b>Indicators:</b></p> <p>1.3.1: No of professionals trained on engineering, construction/operation and management of BRT corridor.</p> <p>1.3.2: No of manuals developed, printed, distributed and the professionals trained on these manual</p> <p><b>Baseline:</b></p> <p>1.3.1: No related capacity development programmes developed for city district government/govt. agencies and local engg.</p>	<p><b>1.3.1 Activity Result:</b></p> <p>Capacity development for Improvement design and construction of new BRT projects and also existing BRT corridor in Punjab, as part of capacity development programmes.</p> <p><b>Action:</b> Two week training on low cost BRT of Research Team by the foreign visit of International Institute. (professionals from stakeholders like, PAKSTRAN project, LDA, LTA, TEPA, PMA would identified in consultation with PMU/IP)</p>	<p>P&amp;D Deptt., Punjab</p>	<p>GEF</p>	<p>DSA/Travel for Training</p>	<p>46,241</p> <p>3,759</p>

<p>firms</p> <p>1.3.2: No professional manual on construction and operation of BRT exists in the province.</p> <p><b>Targets 2015:</b></p> <p>1.3.1: No. of professionals trained from city government/govt. agencies and local engineering firms in engineering, construction, operations and management of BRT system</p> <p>1.3.2: At least one manual on construction operation and management of BRT developed and published.</p>	<p><b>1.3.2 Activity Result:</b></p> <p>Prepare capacity development manual for BRT corridor design and construction standards to be adopted by Government, which is currently not available. This will be a step towards the capacity development of BRT stakeholders in Lahore.</p> <p><b>Action:</b> To review the ITDP manual into local context for adaptation</p>	<p>X</p> <p>X</p>	<p>P&amp;D Department Punjab</p>	<p>GEF</p> <p>UNDP</p>	<p>27,745</p> <p>2,255</p>
<p><b>Sub-Output 1.4:</b> An operational demonstration BRT system</p> <p><b>Indicators:</b></p> <p>1.4.1: Cumulative GHG reductions from the BRT demos in a city of Punjab-ktonnes CO2</p> <p>1.4.2: Cumulative energy savings generated by BRT pilot demonstration</p> <p>1.4.3: % increase in public transit ridership</p> <p>1.4.4: Methodology and M&amp;E plan designed for the measurement of the specific energy and emission parameters</p> <p><b>Baseline:</b></p> <p>1.4.1: No decline in GHG emissions due to lack of institutional coordination within the Govt. of Punjab (0 ktonnes CO2)</p> <p>1.4.2: No energy saving calculations available</p> <p>1.4.3: No calculations of public transit ridership</p> <p>1.4.4: No methodology and M&amp;E plan available for the measurement of specific energy and emission parameters</p> <p><b>Targets 2015:</b></p> <p>1.4.1: M&amp;E plan (including methodology) development for calculating energy &amp; emission savings</p>	<p><b>1.4.1 Activity Result</b></p> <p>Methodology developed for the measurement of energy and emission parameters from the operational demonstration of BRT system in Lahore</p> <p><b>Action:</b> Develop M&amp;E plan for calculations of energy &amp; emission savings</p>	<p>X</p> <p>X</p>	<p>P&amp;D Department Punjab</p>	<p>GEF</p> <p>UNDP</p>	<p>2,774</p> <p>226</p>

<p><b>Sub-Output 1.5:</b> Strengthened institutional framework that enables holistic urban transport development</p> <p><b>Indicators:</b>  1.5.1: Number of institutional framework developed to facilitate holistic urban transport planning in Punjab  <b>Baseline:</b>  1.5.1: No institutional framework available in Punjab province  <b>Targets 2015:</b>  1.5.1: New policy framework proposing &amp; stream-lining the reporting lines, responsibilities and accountability for each relevant agencies (Punjab Govt, and other institutions)</p>	<p><b>1.5.1 Activity Result:</b>  Trainings and Workshops to support the BRT related provincial and local Govt institutions in building their capacity towards achieving objectives of a sustainable BRT system.  <b>Action:</b> 2 trainings, workshops and seminars in Lahore related to sustainable Urban Transport/BRT. Such as: One week Training of Police wardens on BRT during construction phase.  Workshop on GIS Applications on Sustainable Urban unit.</p> <p><b>1.5.2 Activity Result</b>  PEQS developed for Transport Sector to be adopted by Government of Punjab.  <b>Action:</b> Develop PEQS to set allowable emission standards for the transport sector. PEQS will facilitate monitoring of quality of vehicles and issue fitness certificates.</p> <p><b>1.5.3 Activity Result:</b>  Operations and management of R&amp;D Unit at DTEM of UET Lahore so that preliminary work for proposing a new policy framework is initiated and the institutions get a professional support towards having a sustainable system of BRT in the province.  <b>Action:</b> Funding of professionals and staff at R&amp;D Unit for one year  <b>Action:</b> Developing Learning Resource centre for R&amp;D unit (Procurement of Books, Articles and Research Literature and Manuals etc.)  <b>Action:</b> Other expenses of R&amp;D unit:</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>P&amp;D Deptt., Punjab</p>	<p>GEF</p>	<p>18,496</p>
									<p>UNDP</p>	<p>1,504</p>
									<p>Contractual Services- Individual</p>	<p>13,872</p>
									<p>P&amp;D Deptt., Punjab</p>	<p>1,128</p>
									<p>Local Consultants</p>	<p>118,377</p>
									<p>UNDP</p>	<p>9,623</p>

	(Include programme-related travel, Misc. Communication, Printing and Publication, meetings etc.)					
<p><b>Sub-Output 1.6:</b> Punjab Provincial Government integrated urban transport policy</p> <p><b>Indicators:</b></p> <p>1.6.1: Number of strategic integrated urban transport plans</p> <p>1.6.2: Number of Provincial policy for integrated Sustainable Urban Transport</p> <p><b>Baseline:</b></p> <p>1.6.1: No strategic integrated urban transport plan in Punjab</p> <p>1.6.2: No Provincial policy for integrated Sustainable Urban Transport is available</p> <p><b>Targets 2015:</b></p> <p>1.6.1: 1 strategic plan for holistically planned integrated urban transport</p>	<p><b>1.6.1: Activity Result:</b> Support Govt of Punjab in development of draft for Punjab Urban Transport Policy and implementation strategies</p> <p><b>Action:</b> Stock taking and developing TORs to hire one Intl. and two national consultants (experts) to review and assist Govt of Punjab in developing the Punjab Urban Transport Policy and implementation strategies.</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>P&amp;D Deptt., Punjab</p>	<p>3,237</p>
				<p>UNDP</p>	<p>Contractual Services- Individual</p>	<p>263</p>
<b>Sub- total</b>						<p><b>488,000</b></p>

Output 2: An operational sustainable urban transport in Sindh province										
<p><b>Sub-Output 2.1:</b> Feasibility plans and approved financing with "integrated BRT plans" for cities in Sindh Province</p> <p><b>Indicators:</b></p> <p>2.1.1: Number of completed feasibility plans prepared for BRT in Sindh</p> <p>2.1.2: Number of public private financing secured based on the selected feasibility study (IPDF/ECF)</p> <p><b>Baseline:</b></p> <p>2.1.1: No complete feasibility plan on BRT is available in Sindh</p> <p>2.1.2: No public private financing secured base on the selected feasibility study</p> <p><b>Targets 2015:</b></p> <p>2.1.1: 1 bankable integrated BRT feasibility with implementation plan</p>	<p><b>Activity Result 2.1.1:</b> Financial and technical studies for the selected BRT routes to optimize BRT operation on Public Private Partnership PPP.</p> <p><b>Action:</b> Study on integration of land use along the Green and Red BRT corridors by updating the missing components to enhance the non-fare revenue and ridership to make the project sustainable.</p> <p><b>Action:</b> Studies for interchanges, pedestrian ways, bus stops, bus depots, filling stations, and commercial activities (business plaza in Saddar including the parking facilities) along with selected BRT corridor</p> <p><b>Action:</b> Traffic count and feeder route studies and surveys - boarding and alighting, traffic count and vehicle occupancy of various transport modes (including Quinquis) to optimize the operation of selected BRT corridor.</p>	X	X	X	X	X	Asian Development Bank (ADB)	Asian Development Bank (ADB)	Contractual Services-Companies	00
<p><b>Activity Result 2.1.2:</b> Study on flood-proofing of the BRT infrastructure and adaptation to climate change.</p> <p><b>Action:</b> Conducting studies as per TORs</p>	<p><b>Activity Result 2.1.3:</b> Under the inclusive design, carry out an Institutional Analysis outlining the impacts of stakeholders interests on BRT project design options in order to improve living and working conditions along Red BRT corridor</p>	X	X	X	X	X	Transport Deptt. Sindh	GEF	Contractual Services-Companies	88,783

	<p><b>Action:</b> Consultations with shop owners, business community, car, rickshaw drivers, pullers operators, hawkers and civil society organizations.</p> <p><b>Action :</b>Detailed surveys along BRT Corridors</p> <p><b>Action:</b> 01 Workshop to be organized for BRT project design options.</p>	X	X	X	X	Transport Deptt. Sindh	UNDP	5,263
	<p><b>Activity Result 2.1.4:</b> Study and survey of Mini-cabs (Quinquis) to use as pick &amp; drop carrier/feeder routes on selected BRT routes to bring them under the ambit of Law.</p> <p><b>Action:</b> Conducting studies as to how to regulate these Quinquis on 4 BRT corridors.</p>	X	X	X	X	Transport Deptt. Sindh	GEF	64,737
<p><b>Sub-Output 2.2:</b> Strengthened institutional framework that enables sustainable urban transport development in Sindh Province</p> <p><b>Indicators:</b></p> <p>2.2.1: Number of Institutional framework developed to facilitate holistic urban transport planning in Sindh</p> <p><b>Baseline:</b></p> <p>2.2.1 Multiple entities in an un-coordinated manner are involved in SUT in Sindh</p> <p><b>Targets 2015:</b></p> <p>2.2.1: New policy framework proposing &amp; stream-lining the reporting lines, responsibilities and accountability for each relevant agencies (Sindh Govt, and other institutions)</p>	<p><b>Activity Result 2.2.1:</b> PEQS (Provincial Environmental Quality Standards) developed for Transport Sector to be adopted by Government.</p> <p><b>Action:</b> Develop PEQS to set allowable emission standards for the transport sector. PEQS will facilitate monitoring of quality of vehicles and issuance of fitness certificates. (Carry forward from approved AWP-2014)</p>	X	X	X	X	Transport Deptt. Sindh	GEF	18,681
	<p><b>Activity Result 2.2.2:</b> Training, capacity development program.</p> <p><b>Action:</b> 1 week articulated trainings for traffic police, transport officials, drivers of various of public service transport at drivers training school in collaboration with NH&amp;MP, Traffic police and Transport department.</p>	X	X	X	X	Transport Deptt. Sindh	GEF	35,143



<p><b>Sub-Output 2.3:</b> A strategic plan for the development of sustainable urban transport in Sindh Province</p> <p><b>Indicators:</b></p> <p>2.3.1: Number of strategic integrated urban transport plans</p> <p><b>Baseline:</b></p> <p>2.3.1: No strategic integrated urban transport plans are available in Sindh</p> <p><b>Targets 2015:</b></p> <p>2.3.1: 1 strategic plan for holistically planned integrated urban transport</p>	<p><b>Activity Result 2.3.1:</b> Strategic plan developed including traffic management measures (incorporating parking and street vendor's strategy) along with selected BRT route.</p> <p><b>Action:</b> Conducting studies as per TORs</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>Asian Development Bank (ADB)</p>	<p>Asian Development Bank (ADB)</p>	<p>Contractual Services-Companies</p>	<p>00</p>
<p><b>Sub-Output 2.4:</b> Approved and enforced Sindh provincial policy that enables development and operation of sustainable urban transport systems</p> <p><b>Indicators:</b></p> <p>2.4.1: Number of provincial policies for developing sustainable urban transport for Sindh province</p> <p>2.4.2: Existence of mechanism at provincial level to enforce policies developed</p> <p><b>Baseline:</b></p> <p>2.4.1: Lack of comprehensive urban transport policy framework in Sindh</p> <p>2.4.2: no mechanism in-place</p> <p><b>Targets 2015:</b></p> <p>2.4.1: 1 approved Sindh provincial policy on sustainable urban transport with associated implementing rules and regulation (IRRs)</p>	<p><b>Activity Result 2.4.1:</b> Consultation and drafting of principle guidelines for preparation of urban transport policy for Sindh (Completed). Consultation and drafting of urban transport policy for Sindh supported by legislation and actions for enforcement</p> <p><b>Action:</b></p> <p>-Stakeholder meetings and a consultative workshop</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>Transport Deptt. Sindh</p>	<p>GEF</p>	<p>Training, Workshops &amp; Conferences &amp; Local Consultants</p>	<p>25,895</p>
<p><b>Sub-Output 2.5:</b> An operational demonstration BRT system in Sindh Province</p>	<p><b>Activity Result 2.5.1:</b> Integration of 4 BRT corridors of Karachi.</p> <p><b>Action:</b> Consultancy services to be procured</p>	<p>X</p> <p>X</p> <p>X</p>	<p>Transport Deptt. Sindh</p>	<p>GEF</p>	<p>Contractual Services-Companies</p>	<p>50,865</p>

<p><b>Indicators:</b>  2.5.1: Number of institutions with enhanced capacity to operate, maintain, and manage a BRT system  2.5.2: Cumulative GHG reductions from the BRT demos in 02 cities of Sindh - ktonnes CO2  2.5.3: Cumulative energy savings generated by BRT pilot demonstration  2.5.4: % increase in public transit ridership  2.5.5: Methodology and M&amp;E plan designed for the measurement of the specific energy and emission parameters  <b>Baseline:</b>  2.5.1: No operational demo BRT system  2.5.2: No decline in GHG emissions due to lack of institutional coordination within the Sindh Govt. (0 ktonnes CO2)  2.5.3: No energy saving calculations available  2.5.4: No calculations of public transit ridership  2.5.5: No methodology and M&amp;E plan available for the measurement of specific energy and emission parameters  <b>Targets 2015:</b>  2.5.1: M&amp;E plan (including methodology) development for calculating energy &amp; emission savings</p>	<p>as per TORs  <b>Action:</b> Sstate of the art exclusive design Command and Control Centre in Karachi for technical support to BRT corridors.  <b>Activity Result 2.5.2:</b> Study on carbon emissions for the selected BRT line and potential for clean development mechanism in partnership with ADB.  <b>Action:</b> Develop M&amp;E plan for calculations of energy &amp; emission savings  <b>Action:</b> Develop baseline for carbon emissions in pre-and-post scenario of BRT corridor in Karachi and to prepare documentation for registration of carbon credits.    <i>Note: Reduction in carbon emissions, which is one of the key objectives of PAKSTRAN project, can be proved through carbon credit earnings</i></p>	<p>X X X</p>	<p>Transport Deptt Sindh</p>	<p>UNDP</p>	<p>Contractual Services- Companies</p>	<p>4,135</p>
<b>Sub-total</b>						<p>467,200</p>

**Output 3: Improved energy efficiency in truck freight transport**

<p><b>Sub-Output 3.1:</b> Approved policies on energy efficiency in truck freight transport</p> <p><b>Indicators:</b></p> <p>3.1.1: Number of background studies completed to support Trucking Policy implementation</p> <p><b>Baseline:</b></p> <p>3.1.1: No information available about any significant background studies to support Trucking Policy implementation that may improve energy efficiency of truck freight transport</p> <p><b>Targets 2015:</b></p> <p>3.1.1: 5 background studies completed on supporting implementation of Trucking Policy</p>	<p><b>Activity Result 3.1.1:</b> Stocktaking of studies (already carried out by ENERCON, NTRC and other organizations) on applicable options for energy efficiency for truck freight transport</p> <p><b>Action:</b> Conducting study as per TORs</p> <p><b>Action:</b> One day consultative workshop (to be organized by CIU-Trucking along with ENERCON) for finalization of stocktaking study related to energy efficiency in truck freight transport</p>	X	X	Ministry of Communication	GEF	Local Consultants, & Training, Workshops & Conferences	25,895
	<p><b>Activity Result 3.1.2:</b> Study on assessment of CO2 emissions from truck freight transport in a Business-As-Usual (BAU) scenario, as well as in a Low-Carbon (LC) scenario.</p> <p><b>Action:</b> Conducting study as per TORs</p> <p><b>Action:</b> Study launching ceremony in order to identify the utility of the subject study and sharing the results with relevant stakeholders for feedback</p>	X	X	Ministry of Communication	GEF	Contractual Services-Companies	83,234
<p><b>Activity Result 3.1.3:</b> Studies on: (1) international best practices/trends in truck freight energy use and its linkage to the context of Pakistan; and (2) environmental impacts of a major freight corridor identified in consultation with the PMU and Ministry of Communication (RP)</p> <p><b>Action:</b> Conducting studies as per TORs in coordination/consultation with ENERCON</p> <p><b>Action:</b> Studies launching ceremony (to be organized by CIU-Trucking along with ENERCON) in order to identify the utility of the subject study and sharing the results with relevant stakeholders for feedback.</p>	X	X	Ministry of Communication	GEF	Contractual Services-Companies & Local Consultants	105,429	
					UNDP		8,571

	<p><b>Activity Result 3.1.4:</b> Studies for modernizing the overall motor vehicle registration and examination system in the context of the road freight sector specific requirements and establishment of "Central Data Repository".  <b>Action:</b> Conducting studies as per TORs  <b>Action:</b> Consultative workshop to discuss the vehicle registration and examination system in the light of studies carried out and sharing the results with relevant stakeholders for broader consultation</p>	X	X	X	Ministry of Communication	GEF	Contractual Services- Companies & Training, Workshops & Conferences	90,632
	<p><b>Activity Result 3.1.5:</b> The feasibility of above mentioned all 5 energy efficiency options/studies evaluated from technical and policy perspectives  <b>Action:</b> One day consultative workshop to evaluate/ identify deficiencies and corrective actions in energy efficiency studies prepared under Activity Result 3.1.1, 3.1.2, 3.1.3, 3.1.4 and 3.1.5</p>			X	Ministry of Communication	GEF UNDP	Training, Workshops & Conferences	18,496 1,504
<b>Sub total</b>								<b>350,000</b>



	<p>sustainable transport  <b>Action:</b> Project folders  <b>Action:</b> Stickers on sustainable transport  <b>Action:</b> Posters on Sustainable transport  <b>Action:</b> Promotional Souvenirs  <b>Action:</b> One issue of Urdu environmental magazine (Jareeda) on Sustainable transport  <b>Action:</b> Project standees</p>					
<p><b>Sub-Output 4.2:</b> Completed training program on strategic urban, land use and transportation conducted at various training, academic and vocational institutes in Pakistan</p> <p><b>Indicators:</b>  4.2.1: Number of completed training courses on strategic urban land use and sustainable urban transport planning (SUTP)  4.2.2: Extent to which cities and provincial planners and students effectively trained on land use planning (LUP) and SUTP  4.2.3: Number of educational institutes where LUP and SUTP courses are offered</p> <p><b>Baseline:</b>  4.2.1: No capacities exist in Pakistan regarding urban land use and sustainable urban transport planning  <b>Targets 2015:</b>  4.2.1: 2 training courses related to strategic urban land use and sustainable urban transport area  4.2.2: 40 city and provincial planners and students trained</p>	<p><b>Activity Result 4.2.1:</b> Undertake training needs assessment of the target groups in Punjab and Sindh (Completed)</p> <p><b>Activity Result 4.2.2:</b> Develop a comprehensive capacity development plan for the target groups in Punjab and Sindh (Completed)</p>		IUCN	GEF UNDP		00 00

<p>4.2.3: 3 educational institutes where LUP and SUTP courses offered by year 5  Note: Direct preferences will be given to PAKSTRAN partners</p>	<p><b>Activity Result 4.2.3:</b> Implement the capacity development plan for the target groups  <b>Action:</b> Review and develop curriculum on sustainable urban transport for higher education institutions in Punjab and Sindh.  <b>Action:</b> Explore options for integration of sustainable transport in public administration trainings institutions (CSA (DMG Campus), MPDD, Sindh provincial training institute  <b>Action:</b> Two trainings, one each for Punjab and Sindh, integrated BRT development/ operationalization (to be decided after consultations with PMU, CIU-Punjab and CIU-Sindh), carbon finance (for Punjab)</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>IUCN</p>	<p>GEF</p>	<p>Training, curriculum development etc.</p>	106,354
									8,646
<p><b>Sub-Output 4.3:</b> Sharing experiences on integrated BRT development and implementation of the trucking policy  <b>Indicators:</b>  4.3.1: Extent to which the completed workshops on integrated BRT development have been effective  4.3.2: Extent to which the completed workshops on the implementation of the Trucking Policy have been effective  <b>Baseline:</b>  4.3.1: No experiences exist in Pakistan regarding SUT and trucking that could be shared for replication  <b>Targets 2015:</b>  4.3.1: 2 events on integrated BRT development (conducted by CIUs &amp; reporting/dissemination by IUCN)</p>	<p><b>Activity Result 4.3.1:</b> Documentation and dissemination of event reports and lessons learned from events in Punjab and Sindh (to be conducted by all CIUs)  <b>Action:</b> Printing /publication of ITDP modified manuals adapted by CIU-Punjab for Pakistan.  <b>Activity Result 4.3.2:</b> Organize sensitization visit for the relevant planners and officials to cities with good BRT examples  <b>Action:</b> Two exposure visits of provincial policy makers in relation to SUT and BRT development in Pakistan  <b>Action:</b> One exposure visit to a developing country with a functional BRT system</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>X</p>	<p>IUCN</p>	<p>GEF UNDP</p>	<p>Training, Workshops and Conference Travel</p>	55,489
									4,511
									55,489
									4,511
<b>Sub-total</b>									<b>465,000</b>

**Project Management Unit, PAKSTRAN Islamabad**

<p><b>Results-Based Management, Monitoring, and Reporting</b></p>	<p><b>Activity Result 1:</b> Coordinate with CIUs for consolidation of AWP 2015/QWPs. Oversee measurement of Means of Verification of CIUs progress on outputs and implementation. Oversee the hiring of specific studies/institutions of CIUs. Monitor events carried out by CIUs.</p> <ul style="list-style-type: none"> <li>- <b>Action:</b> Preparing Monitoring and Communication Plan 2015 for PAKSTRAN project</li> <li>- <b>Action:</b> Implementation of Monitoring and Communication Plan 2015 for PAKSTRAN project</li> <li>- <b>Action:</b> Preparing and maintaining Project Risks Log, Issues Log, Lessons Learnt Log, and Monitoring &amp; Communication Log</li> </ul>	x	x	x	x	Project Management Unit (PMU)	GEF	20,146	
	<p><b>Activity Result 2:</b> Build Collaborative Arrangements with related initiatives as detailed out under section "Collaborative Arrangements with Related Projects" of ProDoc.</p> <ul style="list-style-type: none"> <li>- <b>Action:</b> Organizing stakeholder consultative workshop in Islamabad for reviewing the feasibility study/plans of BRT in Islamabad and finding out gaps/options for collaboration with relevant stakeholders</li> <li>- <b>Action:</b> Conducting studies (GHG emissions related to pre- and-post scenario BRT operation of RWP-ISD; traffic count and feeder route study</li> </ul>	x	x	x	x	Project Management Unit (PMU)	GEF	100,805	
								Travel & Travel & Audio Visual & Print Prod Costs	1,638
								Contractual Services- Companies & Individual Consultants & Training, Workshops and Confer & Travel	





	<p>meetings  <b>Action:</b> Keeping track and maintaining accounts of the project funds  <b>Action:</b> Preparing, reviewing and consolidating periodic reports regarding progress of project implementation  <b>Action:</b> Preparing and reviewing detailed TORs for recruiting consultants as well as developing RFPs for professional and contractual services  <b>Action:</b> Managing requests of CIUs for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE</p>			UNDP		274
<b>Sub-total</b>						188,222
<b>Total (Programme)</b>						1,958,422

**Operation and Management**

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIME FRAME				RESPONSIBLE PARTY	Budget Description	PLANNED BUDGET Amount (US\$)					Total
		Q 1	Q 2	Q 3	Q 4			CIU-Punjab	CIU-Sindh	CIU-Trucking	CIU-IUCN	PMU	
		Funding Source											
Operations and Management	Professional services- Service Contract	X	X	X	X	PMU & CIUs	Contractual Services	50,000	40,000	38,000	36,356	47,772	196,180
							UNDP						15,948
	Support Services- Service Contract	X	X	X	X	PMU & CIUs	Contractual Services	15,000	22,000	16,000	23,757	20,736	90,163
							UNDP						7,330
	Printing & publication	X	X	X	X	PMU & CIUs	Audio Visual & Print Production costs	1,500	5,000	1,200	1,000	1,200	9,156
							UNDP						744
	Procurement - Non-expendable - Expendable equipments/supplies	X	X	X	X	PMU & CIUs	Equipment & Furniture	6,000	10,000	8,000	5,000	37,335	61,348
							UNDP						4,987
	Rental and Maintenance - Building rent - Security Guards - Maintenance	X	X	X	X	PMU & CIUs	Premises-Rental & Maintenance	3,000	20,000	1,500	16,819	38,760	74,059
							UNDP						6,020
						UNDP							
Monitoring and Oversight					UNDP	Travel	00	00	00	00	10,000	9,248	
						UNDP						752	
Miscellaneous - Sundries	X	X	X	X	PMU & CIUs	Miscellaneous/Sundries	3,000	9,500	3,600	9,410	6,000	29,141	
						UNDP							



**II. MONITORING PLAN 2015**

*(Include all monitoring and evaluation activities/events)*

		Data Collection Plan						
Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets 2015	Source/Method of Collection	Schedule / Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
<b>Sub-Output 1.1:</b> Feasibility plans for a demonstration integrated BRT system in selected cities in Punjab province	1.1.1: Number of completed feasibility plans prepared for BRT in Punjab 1.1.2: No of studies awarded and completed.	1.1.1: No complete feasibility plan on BRT is available in Punjab 1.1.2 : No updated data available on public transport services and feeder routes	1.1.2: Two feasibility plans augmented for BRT in Lahore 1.1.2 Final report of the consultant on public transport and feeder routes.	Specific studies verification & evaluation related to the feasibility plans. verification of consultancy firms	Quarterly	NPM/M &E Officer	9,336	Firm support from Government of Punjab and all related stakeholders.
<b>Sub-Output 1.2:</b> Plans for implementing demonstration integrated BRT system	1.2.1: Extent to which effective capacity building programmes for UU developed and implemented 1.2.2: Number of approved integrated BRT implementation plans for selected cities in Punjab Province	1.2.1: Lack of holistic planning for integrated BRT system in Punjab 1.2.2: No approved integrated BRT implementation plans for selected cities in Punjab	1.2.1: No. of feasibility studies from output 1.1 being upgraded to holistic BRT implementation plan for the BRT system	Specific studies/plans and evaluation related to the plans for implementing demonstration integrated BRT system, spot checking and visits	Quarterly	NPM/M &E Officer	6,224	Reliable data obtained and continued good support from all stakeholders.
<b>Sub-Output 1.3:</b> Infrastructure for a demonstration BRT system	1.3.1: No of professionals trained on engineering, construction/operation and management of BRT corridor. 1.3.2: No of manuals developed, printed, distributed and professionals trained on these manual	1.3.1: No related capacity development programmes developed for city district government/govt. agencies and local engg. firms 1.3.2: No professional manual on construction and operation of BRT exists in the province.	1.3.1: No. of professionals trained from city government/govt. agencies and local engineering firms in engineering, construction, operations and management of BRT system 1.3.2: At least one manual on construction	Manuals, evaluation, field observations and surveys, spot checking.	Monthly	NPM/M &E Officer	9,336	BRT design and construction standards are adopted and implemented by the Govt. of Punjab in true letter and spirit

<p><b>Sub-Output 1.4:</b> An operational demonstration BRT system</p>	<p>1.4.1: Number of institutions with enhanced capacity to operate, maintain, and manage a BRT system 1.4.2: Cumulative GHG reductions from the BRT demos in 02 cities of Punjab- ktonnes CO2 1.4.3: Cumulative energy savings generated by BRT pilot demonstration 1.4.4: % increase in public transit ridership 1.4.5: Methodology and M&amp;E plan designed for the measurement of the specific energy and emission parameters</p>	<p>1.4.1: No operational demo BRT system 1.4.2: No decline in GHG emissions due to lack of institutional coordination within the Govt. of Punjab (0 ktonnes CO2) 1.4.3: No energy saving calculations available 1.4.4: No calculations of public transit ridership 1.4.5: No methodology and M&amp;E plan available for the measurement of specific energy and emission parameters</p>	<p>operation and management of BRT developed and published. 1.4.1: One operational BRT system with no. of institutions having enhanced capacity to operate, maintain, and manage a BRT system 1.4.5: M&amp;E plan (including methodology) development for calculating energy &amp; emission savings</p>	<p>Surveys, specific studies/SOPs/N EQs, evaluation, field observations, spot interviews, spot checks</p>	<p>Quarterly</p>	<p>NPM/M &amp;E Officer</p>	<p>6,224</p>	<p>Activities planned are fully supported and implemented by the Government of Punjab and all stakeholders</p>
<p><b>Sub-Output 1.5:</b> Strengthened institutional framework that enables holistic urban transport development</p>	<p>1.5.1: Number of institutional framework developed to facilitate holistic urban transport planning in Punjab</p>	<p>1.5.1: No institutional framework available in Punjab province</p>	<p>1.5.1: New policy framework proposing &amp; streamlining the reporting lines, responsibilities and accountability for each relevant agencies (Punjab Govt, and other institutions)</p>	<p>Specific tools, plans, policies/planning and management exercise based on advanced research, evaluation, field observations</p>	<p>Quarterly</p>	<p>NPM/M &amp;E Officer</p>	<p>6,932</p>	<p>Harmony amongst all stakeholders and Punjab Government willingness and strong commitment.</p>
<p><b>Sub-Output 1.6:</b> Punjab Provincial Government integrated urban transport policy</p>	<p>1.6.1: Number of strategic integrated urban transport plans 1.6.2: Number of Provincial policy for integrated Sustainable Urban Transport</p>	<p>1.6.1: No strategic integrated urban transport plan in Punjab 1.6.2: No Provincial policy for integrated Sustainable Urban Transport is available</p>	<p>1.6.1: 1 strategic plan for holistically planned integrated urban transport</p>	<p>Specific plans, policies, evaluation</p>	<p>Quarterly</p>	<p>NPM/M &amp;E Officer</p>	<p>6,224</p>	<p>Continued good support from Govt. of Punjab and all stakeholders</p>

<b>Sub-Output 2.1:</b> Feasibility plans and approved financing with "integrated BRT plans" for cities in Sindh Province	2.1.1: Number of completed feasibility plans prepared for BRT in Sindh 2.1.2: Number of public private financing secured based on the selected feasibility study (IPDF/ECF)	2.1.1: No complete feasibility plan on BRT is available in Sindh 2.1.2: No public private financing secured base on the selected feasibility study	2.1.1: 1 bankable integrated BRT feasibility with implementation plan	Specific studies & evaluation related to the feasibility plan	Quarterly	NPM/M &E Officer	6,224	Firm support from Government of Sindh and all related stakeholders
<b>Sub-Output 2.2:</b> Strengthened institutional framework that enables sustainable urban transport development in Sindh Province	2.2.1: Number of Institutional framework developed to facilitate holistic urban transport planning in Sindh	2.2.1 Multiple entities in an un-coordinated manner are involved in SUT in Sindh	2.2.1 New policy framework proposing & streamlining the reporting lines, responsibilities and accountability for each relevant agencies (Sindh Govt, and other institutions)	Specific tools, plans, policies/planning and management exercise based on advanced research, evaluation, field observations	Quarterly	NPM/M &E Officer	6,932	Harmony amongst all stakeholders and Sindh Government willingness and strong commitment
<b>Sub-Output 2.3:</b> A strategic plan for the development of sustainable urban transport in Sindh Province	2.3.1: Number of strategic integrated urban transport plans	2.3.1: No strategic integrated urban transport plans are available in Sindh	2.3.1: 1 strategic plan for holistically planned integrated urban transport	Specific plans, policies, evaluation	Quarterly	NPM/M &E Officer	6,224	Continued good support from Govt. of Sindh and all stakeholders
<b>Sub-Output 2.4:</b> Approved and enforced Sindh provincial policy that enables development and operation of sustainable urban transport systems	2.4.1: Number of provincial policies for developing sustainable urban transport for Sindh province	2.4.1: Lack of comprehensive urban transport policy framework in Sindh	2.4.1: 1 approved Sindh provincial policy on sustainable urban transport with associated implementing rules and regulation (IRRs)	Sindh provincial policy on SUT, IRRs, evaluation, field observation, mentoring events	Quarterly	NPM/M &E Officer	6,224	Full stakeholder support along with the provincial government's willingness

<p><b>Sub-Output 2.5:</b> An operational demonstration BRT system in Sindh Province</p>	<p>2.5.1: Number of institutions with enhanced capacity to operate, maintain, and manage a BRT system 2.5.2: Cumulative GHG reductions from the BRT demos in 02 cities of Sindh - ktonnes CO2 2.5.3: Cumulative energy savings generated by BRT pilot demonstration 2.5.4: % increase in public transit ridership 2.5.5: Methodology and M&amp;E plan designed for the measurement of the specific energy and emission parameters</p>	<p>2.5.1: No operational demo BRT system 2.5.2: No decline in GHG emissions due to lack of institutional coordination within the Sindh Govt. (0 ktonnes CO2) 2.5.3: No energy saving calculations available 2.5.4: No calculations of public transit ridership 2.5.5: No methodology and M&amp;E plan available for the measurement of specific energy and emission parameters</p>	<p>2.5.1: M&amp;E plan (including methodology) development for calculating energy &amp; emission savings</p>	<p>Surveys, specific studies/SOPs/N EQs, evaluation, field observations, spot interviews, spot checks</p>	<p>Monthly</p>	<p>NPM/M &amp;E Officer</p>	<p>6,224</p>	<p>Activities planned are fully supported and implemented by the Government of Sindh and all stakeholders</p>
<p><b>Sub-Output 3.1:</b> Approved policies on energy efficiency in truck freight transport</p>	<p>3.1.1: Number of background studies completed to support Trucking Policy implementation</p>	<p>3.1.1: No information available about any significant background studies to support Trucking Policy implementation that may improve energy efficiency of truck freight transport</p>	<p>3.1.1: 5 background studies completed on supporting implementation of Trucking Policy</p>	<p>Field observations, interviews, meetings, evaluation and monitoring of consultancies services</p>	<p>Monthly</p>	<p>NPM/M &amp;E Officer</p>	<p>1,000</p>	<p>Activities planned are fully supported and implemented by M/C</p>
<p><b>Sub-Output 3.2:</b> Completed pilots to implement strategy to modernize trucking fleet</p>	<p>3.2.1: Number of trucks involved with pilots to demonstrate energy efficiency objectives of Trucking Policy 3.2.2: Cumulative GHG reductions from a pilot scheme to modernize the trucking fleet- ktonnes CO2 3.2.3: Cumulative energy savings generated from truck modernization pilots</p>	<p>3.2.1: No trucks involved as pilot for energy efficiency/truck modernization 3.2.2: No emission calculation is available along the pilot trucking scheme 3.2.3: No energy saving calculations available from the pilot of truck modernization</p>	<p>3.2.1: M&amp;E plan (including methodology) development for calculating energy &amp; emission savings based on 50 trucks involved in pilot</p>	<p>Documentation on plans and implementation of truck modernization pilot.</p>	<p>Quarterly</p>	<p>NPM/M &amp;E Officer</p>	<p>00</p>	<p>Full stakeholder support including existing truck operator, their associations and truck body assemblers.</p>



<p><b>Sub-Output 3.3:</b> Established public-private partnerships in the modernization of the trucking fleet</p>	<p>3.3.1: Number of public-private partnerships (PPPs) for truck modernization 3.3.2: Number of trucks planned for involvement in replication of pilots</p>	<p>3.3.1: No PPPs are available to sustain the modernization of the trucking fleet 3.3.2: No trucks involvement in replication of pilots</p>	<p>3.3.1: 3 public-private partnerships (PPPs) established</p>	<p>Documentation of real costs and benefits of truck modernization Documentation of the management and progress of financing plans for truck modernization</p>	<p>Quarterly</p>	<p>NPM/M &amp;E Officer</p>	<p>00</p> <p>Private-public partnerships (PPPs) support from Government and all related stakeholders.</p>
<p><b>Sub-Output 4.1:</b> Completed awareness raising campaigns on sustainable transport concepts.</p>	<p>4.1.1: Extent to which completed awareness raising campaigns have been effective 4.1.2: Extent to which cities benefiting from awareness raising campaigns</p>	<p>4.1.1: No focused awareness campaigns have been organised in Pakistan to promote SUT concepts</p>	<p>4.1.1: 6 awareness raising campaigns conducted on concept of sustainability in transport sector, BRT as best model for SUT in Punjab, Sindh and Rawalpindi/Islamabad 4.1.2: 3 cities where awareness raising campaigns conducted including: Karachi, Lahore and Rawalpindi/Islamabad</p>	<p>Field observation, interviews and related to urban transport awareness raising campaigns, and implementation results and evaluations</p>	<p>Monthly</p>	<p>NPM/M &amp;E Officer</p>	<p>7,780</p> <p>Reliable data obtained &amp; continued good support from all stakeholders for implementation</p>
<p><b>Sub-Output 4.2:</b> Completed training program on strategic urban, land use and transportation conducted at various training, academic and vocational institutes in</p>	<p>4.2.1: Number of completed training courses on strategic urban land use and sustainable urban transport planning (SUTP) 4.2.2: Extent to which cities and provincial planners and students effectively trained on land use planning (LUP)</p>	<p>4.2.1: No capacities exist in Pakistan regarding urban land use and sustainable urban transport planning</p>	<p>4.2.1: 2 training courses related to strategic urban land use and sustainable urban transport area 4.2.2: 40 city and provincial planners and students trained Note: Direct preferences will be</p>	<p>Field observations, interviews, surveys, spot checks</p>	<p>Monthly</p>	<p>NPM/M &amp;E Officer</p>	<p>7,780</p> <p>Relevant stakeholders and target groups interested in participating and cooperating in the design, development and implementation of trainings</p>

Pakistan	and SUTP 4.2.3: Number of educational institutes where LUP and SUTP courses are offered	4.3.1: Extent to which the completed workshops on integrated BRT development have been effective 4.3.2: Extent to which the completed workshops on the implementation of the trucking policy	4.3.1: No experiences exist in Pakistan regarding SUT and trucking that could be shared for replication	given to PAKSTRAN partners 4.3.1: 2 events on integrated BRT development (conducted by CIUs & reporting/dissemination by IUCN)	Specific trainings/workshops, field observations, evaluation, report of the workshops/visits conducted.	Monthly	NPM/M &E Officer	10,950	Continued good support from relevant stakeholders and target groups interested in participating and cooperating in the design, development and implementation of workshops/experiences sharing
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**III. RECRUITMENT PLAN 2015**

*(Include all the recruitments envisaged by the project in AWP 2015 - including national and international staff positions that are vacant or newly created)*

**PROJECT ID: 00072773**

**PROJECT TITLE: PAKISTAN SUSTAINABLE TRANSPORT (PAKSTRAN) PROJECT**

#	Post Title	National/International	Level of Post	Performance 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.	Component Manager (01) for CIU-Trucking	National	NC-9	23,300	PMU/UNDP	NIMU/SC	CD-CIU-Trucking and NPM PAKSTRAN	Islamabad	2015	2016
2.	Research Officers (02) for CIU-Trucking	National	NC-7	26,800	PMU/UNDP	NIMU/SC	CM-CIU-Trucking	Islamabad	2015	2016
3.	AFA (1) for CIU-Trucking	National	NC-5	8,155	PMU/UNDP	NIMU/SC	CM-CIU-Trucking	Islamabad	2015	2016
4.	Driver (01), CIU-Trucking	National	NC-2	4,078	PMU/UNDP	NIMU/SC	CM-CIU-Trucking	Islamabad	2015	2016
5.	Office Boy (01), CIU-Trucking	National	NC-1	3,495	PMU/UNDP	NIMU/SC	CM-CIU-Trucking	Islamabad	2015	2016

#### IV. PROCUREMENT PLAN 2015

(Include all local and international procurements valued at or above \$ 2,500 envisaged in AWP 2015 – including goods, assets, services and works)

PROJECT ID: 00072773

PROJECT TITLE: PAKISTAN SUSTAINABLE TRANSPORT (PAKSTRAN) PROJECT

#	Description	Type (good, service, works)	Estimated Budget (\$)	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	Provision of more equipment and office furniture, supplies etc for CIU and R&D Unit for one year.	Goods	27,500	CIU-Punjab	RFQs	During 2014	During 2014	PPC	During 2014	During 2014	During 2014	CM & AFA
2	<p><b>1.1.1 Activity Result</b> Feasibility plans augmented to develop remaining 3 BRT corridors in Lahore.</p> <p><b>Action-</b> The consultancy to be awarded to complete "Survey of all public transport services in the city, particularly feeder route of the BRT Corridor -1 from Gajjumatta to Shahdara in Lahore".</p>	Consultancy Services- Companies	99,000	UNDP/CIU-Punjab	RFP	During 2015	During 2015	EPPC	During 2015	During 2015	During 2015	CM & AFA
3.	<p><b>1.2.1 Activity Result</b> Strategic plan developed for integration of public transport feeder routes with the BRT corridor from Gajjumatta to Shahdara in Lahore</p> <p><b>Action-</b> The consultancy to be awarded to complete surveys and studies. "Developing of strategic plan for integration of public</p>	Consultancy Services- Companies	40,000	UNDP/CIU-Punjab	RFP	During 2015	During 2015	EPPC	During 2015	During 2015	During 2015	CM & AFA

#	Description	Type (good, service, works)	Estimated Budget (\$)	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
	transport in the city, particularly feeder route of the BRT Corridor -1 from Gajjumatta to Shahdara in Lahore".											
4	<p><b>1.2.2: Activity Result:</b> Study on integration of land use along the BRT-corridor from Gajjumatta to Shahdara.</p> <p><b>Action-</b> Three (3) consultancies to be awarded to complete studies as per TORs developed for the purpose.</p> <p>(a) Mapping of land use and infrastructure along BRT corridor from Gajjumatta to Shahdara in Lahore.</p>	Consultancy Services- Companies	16,500	CIU-Punjab	RFP	During 2015	During 2015	EPPC	During 2015	During 2015	During 2015	CM & AFA
5	<p><b>1.2.2: Activity Result:</b> Study on integration of land use along the BRT-corridor from Gajjumatta to Shahdara.</p> <p>(b) Mapping of environmental and socio-economic profile along BRT corridor from Gajjumatta to Shahdara in Lahore.</p>	Consultancy Services- Companies	16,500	CIU-Punjab	RFP	During 2015	During 2015	EPPC	During 2015	During 2015	During 2015	CM & AFA

#	Description	Type (good, service, works)	Estimated Budget (\$)	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
6	<p><b>1.2.2: Activity Result:</b> Study on integration of land use along the BRT-corridor from Gajjumatta to Shahdara.</p> <p>(c) Land use revitalization and redevelopment strategies and plans along BRT corridor from Gajjumatta to Shahdara in Lahore.</p>	Consultancy Services- Companies	16,500	CIU-Punjab	RFP	During 2015	During 2015	EPPC	During 2015	During 2015	During 2015	CM & AFA
7	<p><b>1.3.2 Activity Result:</b> Prepare capacity development manual for BRT corridor design and construction standards to be adopted by Government, which is currently not available. This will be a step towards the capacity development of BRT stakeholders in Lahore.</p> <p><b>Action-</b> Hiring of a consultant to review the ITDP manual into local context for adaptation</p>	Consultancy Services- Companies	29,000	CIU-Punjab	RFP	During 2015	During 2015	EPPC	During 2015	During 2015	During 2015	CM & AFA
8	<p><b>1.5.2: Activity Result</b> NEQs developed for Transport Sector to be adopted by Government of Punjab.</p> <p><b>Action:</b> Hiring of Consultant Develop NEQs to set allowable emission standards for the transport sector. NEQs will facilitate monitoring of quality of vehicles and issue fitness certificates.</p>	Contractual Services- Individual	15,000	CIU-Punjab	RFP	During 2015	During 2015	EPPC	During 2015	During 2015	During 2015	CM & AFA
9	<p><b>1.5.3 Activity Result:</b></p>	Local	73,000	CIU-Punjab	RFP	During	During	EPPC/PPC	During	During	During	CM &

#	Description	Type (good, service, works)	Estimated Budget (\$)	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
	Operations and management of R&D Unit at DTEM of UET Lahore so that preliminary work for proposing a new policy framework is initiated <b>Action:</b> Hiring of Consultants Professional and staff for R&D unit for one year.	Consultants- Individual				2015	2015		2015	2015	2015	AFA
10	<b>1.5.3 Activity Result:</b> Operations and management of R&D Unit at DTEM of UET Lahore so that preliminary work for proposing a new policy framework is initiated <b>Action:</b> Developing Learning Resource centre for R&D unit (Procurement of Books, Articles and Research Literature and Manuals etc.)	Expendable/ Non-Expendable	20,000	CIU-Punjab	RFP	During 2015	During 2015	EPPC/PPC	During 2015	During 2015	During 2015	CM & AFA
11	<b>1.6.1: Activity Result:</b> Support GOPb in development of draft for Punjab Urban Transport Policy. <b>Action:</b> Hiring of a consultant for stock taking and developing TORs to hire one Intl. and two national consultants (Expert) to review and assist GOPb. in developing the Punjab Urban Transport Policy.	Contractual Services- Individual	3,000	CIU-Punjab	RFP	During 2015	During 2015	EPPC/PPC	During 2015	During 2015	During 2015	CM & AFA
12	<b>Activity Result 2.1.5:</b> Study on flood-proofing of the BRT infrastructure and adaptation to climate change in partnership with ADB. <b>Action:</b> Conducting studies as	Services	96,000	UNDP/CIU-Sindh	RFP	January 2015	February 2015	EPPC	March 2015	April 2015	September 2015	CM & AFA

#	Description	Type (good, service, works)	Estimated Budget (\$)	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
	per TORs											
13.	<b>Activity Result 2.1.6:</b> Inclusive design and institutional Analysis outlining the impacts of stakeholders interests on BRT project design options in order to improve living and working conditions along BRT corridors	Services	70,000	UNDP/CIU-Sindh	RFP	January 2015	February 2015	EPPC	March 2015	April 2015	September 2015	CM & AFA
14.	<b>Activity Result 2.1.7:</b> Study and survey of Mini-cabs (Quinquis) to use these as pick & drop carrier at feeder routes on selected BRT routes, to bring them under the ambit of Law.	Services	70,000	UNDP/CIU-Sindh	RFP	January 2015	February 2015	EPPC	March 2015	April 2015	September 2015	CM & AFA
15.	<b>Activity Result 2.2.1:</b> PEQS (Provincial Environmental Quality Standards) developed for Transport Sector to be adopted by Government.	Services	20,200	CIU-Sindh	RFP	January 2015	February 2015	EPPC	March 2015	April 2015	September 2015	CM & AFA
16.	<b>Activity Result 2.2.2:</b> Training, capacity development program	Services	8,200	CIU-Sindh	RFP	January 2015	February 2015	EPPC	March 2015	April 2015	September 2015	CM & AFA
17.	<b>Activity Result 2.4.1:</b> Consultation and drafting of urban transport policy for Sindh including Draft Legislation	Services	28,000	CIU-Sindh	RFP	January 2015	February 2015	EPPC	March 2015	April 2015	September 2015	CM & AFA
	<b>Activity Result 2.1.6:</b> Integration of 4 BRT Corridors of Karachi. <b>Action:</b> Consultancy services	Services	55,000	UNDP/CIU-Sindh	RFP	January 2015	February 2015	EPPC	March 2015	April 2015	September 2015	



#	Description	Type (good, service, works)	Estimated Budget (\$)	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
	to be procured as per TORs <b>Action:</b> Sstate of the art exclusive design Command and Control centre for technical support to BRT corridors.											CM & AFA
18.	<b>Activity Result 2.5.2:</b> Study on carbon emissions for the selected BRT line and potential for clean development mechanism in partnership with ADB	Services	45,000	UNDP/CIU-Sindh	RFP	January 2015	February 2015	EPPC	March 2015	April 2015	September 2015	CM & AFA
19.	<b>Activity Result 2.5.2:</b> Study on carbon emissions for the selected BRT line and potential for clean development	Goods	25,000	CIU-Sindh	RFP	January 2015	February 2015	EPPC	March 2015	April 2015	September 2015	CM & AFA
20.	Printing and Publications such as courters services, publishers, news paper, banners etc	Multiple Goods/Services	30,000	CIU-Sindh	RFQ	Jan 2015	Feb 2015	PPC/EPPC	March 2015	Jan 2015	Dec 2015	CM & AFA
21.	<b>Procurement</b> of Equipments & office supplies for CIU-Sindh office. (01 Refrigerator, 01 Micro oven, 01 plotter, Security equipments etc.)	Multiple Goods	10,000	CIU-Sindh	RFQ	Jan 2015	Feb 2015	PPC/PPPC	Feb 2015	March 2015	June 2015	CM & AFA
22	<b>Activity Result 3.1.1:</b> Stocktaking of studies (already carried out by ENERCON, NTRC and other organizations) on applicable options for energy efficiency	Services	10,000	CIU-Trucking	RFP	Mar 2015	Apr 2015	PPC/EPPC	Apr 2015	Apr 2015	July 2015	CM & AFA

#	Description	Type (good, service, works)	Estimated Budget (\$)	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
	for truck freight transport <b>Action:</b> Conducting study as per TORs											
23	<b>Activity Result 3.1.2:</b> Study on assessment of CO2 emissions from truck freight transport in a Business-As-Usual (BAU) scenario, as well as in a Low-Carbon (LC) scenario. <b>Action:</b> Conducting study as per TORs	Services	65,000	CIU-Trucking	RFP	Apr 2015	May 2015	PPC/EPPC	May 2015	May 2015	Aug 2015	CM & AFA
24	<b>Activity Result 3.1.3:</b> Studies on: (1) international best practices/trends in truck freight energy use and its linkage to the context of Pakistan; and (2) environmental impacts of a major freight corridor identified in consultation with the PMU and Ministry of Communication (RP) <b>Action:</b> Conducting studies as per TORs in coordination/consultation with ENERCON	Services	89,000	CIU-Trucking	RFP	Apr 2015	May 2015	PPC/EPPC	May 2015	May 2015	Aug 2015	CM & AFA
25	<b>Activity Result 3.1.4:</b> Studies for modernizing the overall motor vehicle registration and examination system in the context of the road freight sector specific requirements and establishment of "Central Data Repository".	Services	73,000	CIU-Trucking	RFP	Apr 2015	May 2015	PPC/EPPC	May 2015	May 2015	Aug 2015	CM & AFA

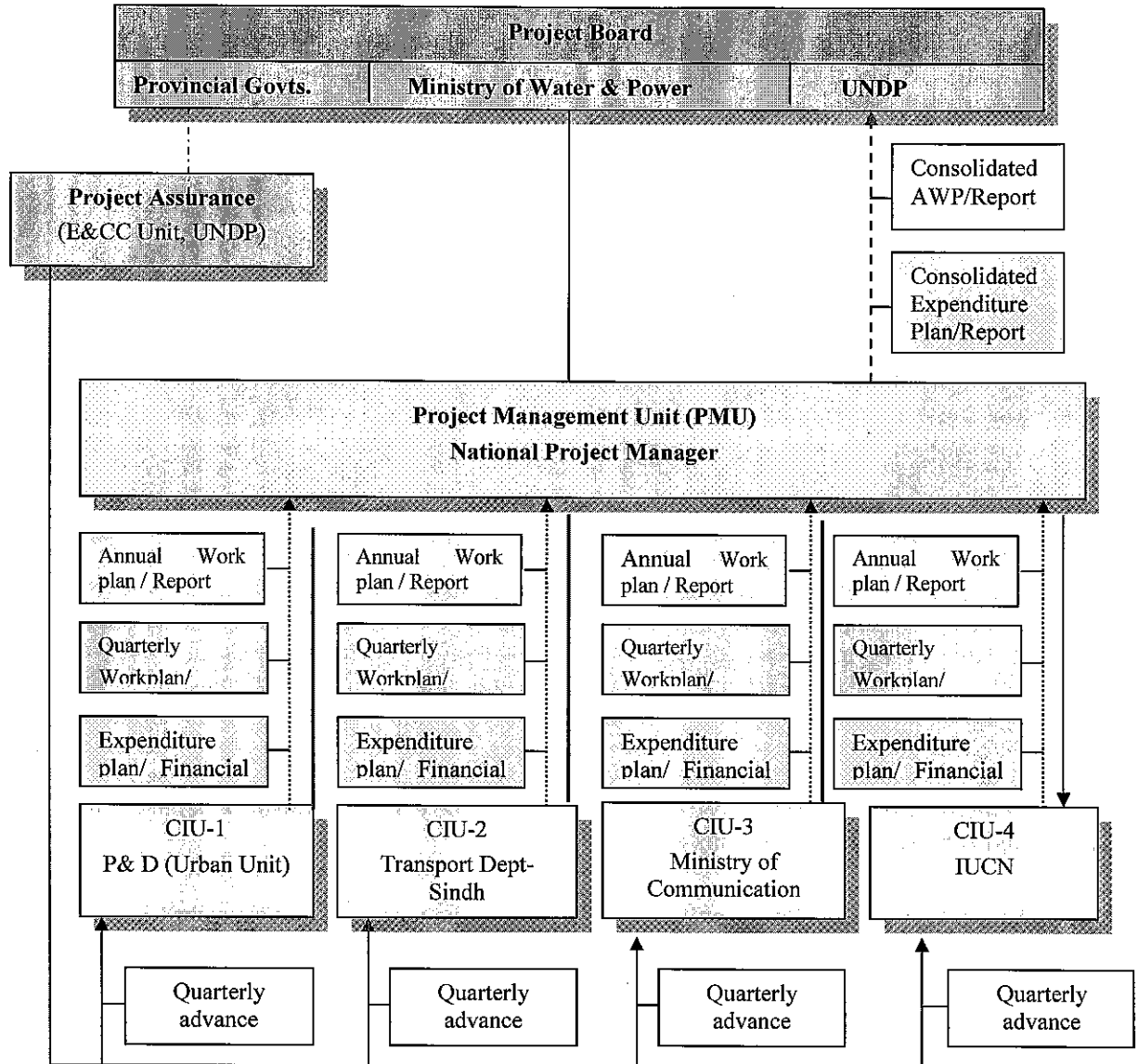
#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/EA D/IP/PMU etc)	Invitation Type (EFP, RFA, ITB, etc)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
	<b>Action:</b> Conducting studies as per TORs											
26	Procurement of computer and other equipments (04 laptops, 02 Desktops, 01 Camera, 01 Fax Machine, 03 Printers, 01 Scanner, etc.)	Goods	8,000	CIU-Trucking	RFP	Feb 2015	Feb 2015	PPC/EPPC	Mar 2015	Mar 2015	Mar 2015	CM & AFA
27	<b>Activity: 4.1.1</b> Consultant to assist in the preparation for national sustainable transport conference	Consultancy	3,000	CIU-IUCN	RFP	August, 2015	August, 2015	PPC	August, 2015	October, 2015	December, 2015	CM & Finance Officer
28	<b>Activity: 4.1.2</b> Media sensitization seminar	Consultancy	5,000	CIU-IUCN	RFP	February, 2015	February, 2015	PPC	February, 2015	April, 2015	May, 2015	CM & Finance Officer
29	<b>Activity: 4.1.2</b> Media sensitization seminar	Consultancy	5,000	CIU-IUCN	RFP	July, 2015	July, 2015	PPC	July, 2015	September, 2015	October, 2015	CM & Finance Officer
30	<b>Activity: 4.1.2</b> Political Dialogue	Consultancy	5,000	CIU-IUCN	RFP	October, 2015	October, 2015	PPC	October, 2015	November, 2015	December, 2015	CM & Finance Officer
31	<b>Activity: 4.1.3</b> Fact sheets (6)	Consultancy	3,000	CIU-IUCN	RFP	January, 2015	January, 2015	PPC	January, 2015	March, 2015	December, 2015	CM & Finance Officer
32	<b>Activity: 4.1.3</b> Jareeda Magazine	Consultancy	3,000	CIU-IUCN	RFP	January, 2015	January, 2015	PPC	January, 2015	March, 2015	June, 2015	CM & Finance Officer
33	<b>Activity: 4.2.3</b> Review and development of Curriculum on SUT for higher education	Consultancy	10,000	CIU-IUCN	RFP	January, 2015	January, 2015	PPC	January, 2015	March, 2015	December, 2015	CM & Finance Officer
34	<b>Activity: 4.2.3</b> Training on BRT	Consultancy	5,000	CIU-IUCN	RFP	March, 2015	March, 2015	PPC	March, 2015	June, 2015	August, 2015	CM & Finance Officer
35	<b>Activity: 4.2.3</b>	Consultancy	5,000	CIU-IUCN	RFP	September	September	PPC	September	October	December	CM &

#	Description	Type (good, service, works)	Estimated Budget (\$)	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
	Training on carbon financing					, 2015	September, 2015		, 2015	October, 2015	December, 2015	Finance Officer
36	<b>Activity: 4.3.1</b> Printing /publication of ITDP modified manuals	Consultancy	7,000	CIU-IUCN	RFP	September, 2015	September, 2015	PPC	September, 2015	October, 2015	December, 2015	CM & Finance Officer
37	Photocopier Machine	Equipment	5,000	CIU-IUCN	RFP	February 2015						CM & Finance Officer
38	<b>Activity Result 2:</b> Build Collaborative Arrangements with related initiatives as detailed out under section "Collaborative Arrangements with Related Projects" of ProDoc. <b>- Action:</b> (a). Conducting studies (GHG emissions related to pre and post scenario BRT operation of Rawalpindi-Islamabad	Services	10,000	PMU PAKSTRAN	RFP	Jan 2015	Jan 2015	PPC/ EPPC	Feb 2015	Apr 2015	Aug 2015	NPM& AFA
39	<b>Activity Result 2:</b> Build Collaborative Arrangements with related initiatives as detailed out under section "Collaborative Arrangements with Related Projects" of ProDoc. <b>- Action:</b> (b). Traffic count and feeder route study from Rawat;	Services	20,000	PMU PAKSTRAN	RFP	Jan 2015	Jan 2015	PPC/ EPPC	Feb 2015	Apr 2015	Aug 2015	NPM& AFA
40	<b>Activity Result 2:</b> Build Collaborative Arrangements with related initiatives as detailed out under section	Services	10,000	PMU PAKSTRAN	RFP	Jan 2015	Jan 2015	PPC/ EPPC	Feb 2015	Apr 2015	Aug 2015	NPM& AFA

#	Description	Type (good, service, works)	Estimated Budget (\$)	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
	<p>"Collaborative Arrangements with Related Projects" of ProDoc.</p> <p><b>- Action:</b> (c) Peer review of feeder route studies being carried out by CDA) as per TORs based on the outcomes of consultations carried out with relevant stakeholders of Metro Bus project of Rawalpindi-Islamabad</p>											
41	<p><b>Activity Result 3:</b> Establish Pakistan's first Sustainable Urban Transport Knowledge Management Database (SUT-KMD) Centre for informed decision-making at national &amp; provincial levels</p> <p><b>- Action:</b> Based on the Concept Note prepared, develop detailed framework</p>	Services	16,000	PMU PAKSTRAN	RFP	Jan 2015	Feb 2015	PPC/ EPPC	Feb 2015	March 2015	Nov 2015	NPM & AFA
42	<p><b>Activity Result 3:</b> Establish Pakistan's first Sustainable Urban Transport Knowledge Management Database (SUT-KMD) Centre for informed decision-making at national &amp; provincial levels</p> <p>Procurement of the Computer and other equipments for SUT-KMD Centre</p>	Goods	29,788	PMU PAKSTRAN	RFP	Jan 2015	Feb 2015	PPC/ EPPC	Feb 2015	March 2015	Oct 2015	NPM & AFA
43	<p>Procurement of computer and other equipments for PMU Islamabad (03 laptops, 06 Desktops, 02 Camera,</p>	Goods	20,335	PMU PAKSTRAN	RFQ	Jan 2015	Feb 2015	PPC/ EPPC	Feb 2015	March 2015	Apr 2015	NPM & AFA

#	Description	Type (good, service, works)	Estimated Budget (\$)	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
44	01 Fax Machine, 06 UPS for desktop computers, 01 LED TV, 01 Iron Safe, etc.) Procurement of Office equipments (01 Dining table, 08 chairs, Carpet, Generator, installation of UPSs etc.	Goods	17,000	PMU PAKSTRAN	RFQ	Jan 2015	Feb 2015	PPC/EPPC	Feb 2015	March 2015	Apr 2015	NPM& AFA

## V. MANAGEMENT ARRANGEMENTS



4. NEX is the preferred management arrangement with other execution arrangements to be considered exceptionally to accommodate the requirements of the specific components.

### *UNDP Support Services*

5. UNDP will provide support in establishment and operationalization of project management unit and component management units.

### ***Collaborative Arrangements with Related Projects***

6. PAKSTRAN PMU will make collaborative arrangements with related initiatives.
7. Along with others, collaborative arrangements will also be made with the “Islamabad-Rawalpindi Master Transport Plan” (Islamabad-Rawalpindi Metro bus project) funded by the Capital Development Authority. PAKSTRAN will need to assess the value of augmenting CDA/RDA resources to strengthen transport related initiatives.
8. There are other potential collaborative arrangements within and/or outside the country that will need to be made for related projects that are yet to be finalized.

### ***Prior Obligations and Prerequisites***

9. There are no prior obligations and prerequisites.
10. **Project Board** will provide the project oversight and strategic advice to the project. PB is responsible for making management decisions for PAKSTRAN, in particular when guidance is required by the National Project Manager. The Project Board will play a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. The Project Board will also consider and approve any essential deviations from the original plans. The project Board will be chaired by Secretary, Ministry of Water and Power, and would have members including NPD (Ministry of Water and Power), Economic Affairs Division (EAD), UNDP, Member (Infrastructure) Planning Commission, NTRC (Ministry of Communications), HDIP (under the Ministry of Petroleum & Natural Resources), Pak-EPA (Ministry of Climate Change), Secretary Punjab P&D Department, Secretary Sindh Transport Department, IUCN-Pakistan, JICA, the World Bank and ADB.

Project Board should meet at least once a year in the start of the every year to approve the annual work plan and review the progress of the preceding year.

11. To ensure UNDP’s ultimate accountability for the project results, Project Board decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Board, the final decision shall rest with the UNDP and EAD.
12. Potential members of the Project Board are reviewed and recommended for approval of chair of the PB. Representatives of other stakeholders can be included in the Board as appropriate.
13. The **Project Management Unit (PMU)**: Owing to the diverse nature of the planned PAKSTRAN activities, PAKSTRAN management arrangements will require a unique approach to effectively manage activities in more than three cities, initially Islamabad/Rawalpindi, Lahore and Karachi. As such, management arrangements for



PAKSTRAN will require central coordination in Islamabad under the Ministry of Water and Power through the Project Management Unit (PMU). PMU functions include:

- Coordinate with responsible parties implementing the specific outputs for consolidation of the annual work plan and progress reports for presentation to Project Board (PB) for approval. It will be responsible for results-based management and reporting of the project. The PMU will provide a clearing house mechanism information, communication, monitoring and evaluation and will coordinate with the responsible parties for the consolidation of the annual work plan, project progress and financial reports for PB.
- Build Collaborative Arrangements with related initiatives as detailed out under section "Collaborative Arrangements with Related Projects" with relevant stakeholders.
- Act as a secretariat to the Project Board and coordination with all the stakeholders.

The PMU will be headed by **National Project Manager** who will be responsible for day-to-day basis within the constraints laid down by the Board. The National Project Manager's prime responsibility will be to ensure that PAKSTRAN produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Each responsible partner will designate/appoint **Component Director** to manage the activities of the designated component and to coordinate with NPM in work planning, monitoring and reporting.

14. Each CIU will have a Component Manager responsible for implementing their component in close coordination with the National Project Manager (NPM).
15. A Programme Officer within the Energy & Environment Unit in the CO will assume the Project Assurance role in supporting the Project Board Executive by performing objective and independent project oversight and monitoring functions.
16. To accord proper acknowledgement to GEF for providing funding, a GEF logo will appear on all relevant GEF project publications. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF. The UNDP logo should also be present in all publications along with GEF logo.

#### **FINANCIAL ARRANGEMENT**

17. PMU will be setup in Islamabad which will have separate funds for management of the project in a coordinated manner and will be responsible for required financial management.
18. On the approval of the project annual work plan, the responsible parties will request advance funds based on submission of quarterly work plan and report to UNDP consolidated and reviewed by PMU. After review UNDP will release funds to the implementing and responsible partners for the implementation of work plans.

### **Within the annual cycle**

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
  - An Issue Log shall be activated in Atlas and updated by the National Project Manager to facilitate tracking and resolution of potential problems or requests for change.
  - Based on the initial risk analysis submitted, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
  - A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
  - a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
19. The **Annual Project Review/Project Implementation Reports (APR/PIR)** will be prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements.
20. The APR/PIR includes, but is not limited to, reporting on:
- progress made toward project objective and project outcomes, each with indicators, baseline data and end-of-project targets (cumulative);
  - project outputs delivered per project outcome (annual);
  - lessons learned and good practices;
  - AWP and other expenditure reports;
  - risk and adaptive management;
  - ATLAS QPR;
  - Portfolio level indicators (most focal areas on an annual basis).

### ***Periodic Monitoring through Site Visits***

21. The PMU and UNDP-CO will conduct visits to project sites/CIUs (components) as per the Monitoring Policy 2014 - (monthly project monitoring visits of Responsible Parties by PMU (responsibility of NPM, with support of M&E Officer) and financial spot checks of Responsible Parties (responsibility of NPM, with support of Finance Assistant/Associate) to assess first hand project progress. Other members may also join these visits.

### ***Mid-Term of Project Cycle***

22. The project will undergo an independent Mid-Term Evaluation (MTE) during the end of 2014. The MTE will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of PAKSTRAN's term. The Terms of

Reference for the MTE will be prepared by the UNDP-CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC).

23. The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

#### *End of Project*

24. An independent Final Evaluation will take place three months prior to the final Project Board meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of PAKSTRAN's results as initially planned (and as corrected after the MTE, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.
25. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center (ERC). The relevant GEF Focal Area Tracking Tools will also be completed during the final evaluation.
26. During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

#### *Learning and Knowledge Sharing*

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation through lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. There will also be a two-way flow of information between this project and other projects of a similar focus.

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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"

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]<sup>1</sup>.

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](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.

## 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
12 November 2014	Prepare draft Annual Work Plan 2015 and budget and present at UNDP annual retreat on 17-18 November 2014	NPM along with all CMs
15 November 2014	Review of AWP-2015 for Quality assurance, alignment with CPAP and UNDP priorities, results orientation and resource availability	ACD-UNDP and Program Officer
11 December 2014	Organise Project Board meeting to: a) Review of project contribution to results and financial delivery 2014; b) Review and approval/endorsement of AWP 2015	NPD, NPM along with CDs and CMs
17 December 2014	Submit signed AWP-2015 and, where applicable in NIM projects, Letter of Service, to UNDP for final review and signature by UNDP	NPD, NPM along with CDs and CMs
2 January 2015	Submit draft Annual Progress Report 2014, including project contribution to outcomes, outputs, activities and financial delivery and lessons-learned, to UNDP	NPD, NPM along with CDs and CMs
31 January 2015	Submit final Annual Progress Report 2014 to UNDP	NPD, NPM along with CDs and CMs
28 February 2015	Annual audit of the project for the year 2014	SMU-UNDP

30 April 2015	Quarterly Progress Reports, including:	NPM along with all
31 July 2015	a) Report on project progress and financial delivery	CMs
31 October 2015	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)	
15 July 2015	Organise Project Steering Committee (Mid-year review of project progress), if needed (revision of the AWP)	NPD, NPM along with CDs and CMs



## OFFLINE RISK LOG

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



Project Title: PAKISTAN SUSTAINABLE TRANSPORT (PAKSTRAN) PROJECT		Award ID:00058561		Date: 3 December 2014					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Lack of ongoing, long-term provincial government support for integrated BRT in Punjab Province	August 2009	Political	The risk would prevent the project from delivering on its objectives for Outcome 1  P = 2 I = 5	Strengthening urban transport policy, strong institutional agreement with all levels of government and civil society, securing financial commitments for implementing integrated BRT in Lahore	Component Manager Punjab	Submitted by CM-Punjab and NPM and updated by PMU	1	Improving
2	Lack of ongoing, long-term provincial government support for integrated BRT in Sindh Province	August 2009	Political	The risk would prevent the project from delivering on its objectives for Outcome 2.  P = 3 I = 5	Strengthening urban transport policy, strong institutional agreement with all levels of government and civil society, securing financial commitments for implementing integrated BRT in Karachi	Component Manager Sindh	Submitted by CM-Sindh and NPM and updated by PMU	2	Improving

3	Unfavorable investment climate for BRT and bus purchases	August 2009	Financial	<p>The risk is closely connected with the federal bus purchase program. Prior to the commencement of the project, ENERCON have been attempting for several years to facilitate purchases of CNG bus by the private sector. The project's initial assessment of the investment conditions for the buses was poor with private sector firms assuming large risks including lack of CNG fuelling stations, land for maintenance depots, risk of congested bus routes, vagueness of subsidy support and lack of a hedge against higher fuel costs.</p> <p>P = 3 I = 5</p>	<p>The project is working closely with the program to assist in creating a more favorable climate for bus purchases by the private sector. In addition, project designs also include holistic integrated bus route designs with the intention of ensuring sustained and improved bus services and to reduce risks to private sector in the purchase of buses.</p>	Component Manager Punjab	Submitted by CM- Punjab and NPM and updated by PMU	3	Improving
4	Unfavorable investment climate for energy efficient truck purchases	August 2009	Financial	<p>There is little doubt that most commercial truck operators will require financial assistance to modernize their trucks. As part of government's role to assist SMEs to modernize their assets, it will need to create the favorable investment climate by understanding the extent of subsidy support for a truck modernization program. Without this, the</p>	<p>Implementation of activities for trucking component (outcome-3) has not been started yet. However, the project aims to work to estimate the real costs and benefits of a truck modernization program that will enable government to estimate the required subsidy support. In addition,</p>	Component Manager Trucking	Submitted by CM- Trucking and NPM and updated by PMU	4	No change



5	Overlapping in existing government institutions in terms of their jurisdiction, mandate, SOPs and responsibilities to implement Urban Transport System in Lahore and Karachi	January 2013	Organizational and Operational	<p>The risk is closely connected with multiple government institutions such as Transport Departments, CDGs, and other transport related institutions have overlapping mandate and ambiguity in roles and responsibilities to implement BRTs in Lahore &amp; Karachi. This situation would greatly affect the sustainable implementation and operationalization of BRTs in Lahore &amp; Karachi</p> <p>P = 1 I = 1</p>	<p>unfavorable investment climate will persist.</p> <p>P = 3 I = 5</p>	<p>the project will use its network of donor contacts to solicit support for financing a revolving loan instrument with favorable payback mechanisms to increase the attractiveness of purchasing a fuel efficient truck</p> <p>The project will work closely with the government institutions to assist in creating a more favorable institutional arrangement for implementing BRTs, and also to realign existing public institutions responsible for urban transportation in Lahore &amp; Karachi. Project designs will also include holistic approach to reduce risks to private sector in operating buses on BRT corridors and on other routes in Lahore &amp; Karachi</p>	Component Managers Punjab and Sindh	Submitted by CMs- Punjab & Sindh and NPM and updated by PMU	5	No change
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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

**UNDP TO PROVIDE/ATTACH THIS LETTER**

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

**UNDP TO PROVIDE/ATTACH THIS LETTER**

Annex 4: Cost sharing agreements signed with donors/government (if any)

**UNDP TO PROVIDE/ATTACH THIS LETTER**

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

**UNDP TO PROVIDE/ATTACH THIS LETTER**

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

**LoA Signed by Punjab and Sindh Govt.**  
**LoA in-process with Trucking and IUCN**

## **Terms of Reference for key project personnel**

**1. Post Title:** National Project Manager

**Project Title:** Pakistan Sustainable Transport Project (PAKSTRAN)

**Duty Station:** Islamabad

**Salary band:** NC-9

### **Duties and Responsibilities:**

Under the overall direction of the Project Board (PB), the National Project Manager (NPM) would be responsible for the following tasks:

- Manage assistance to the project administratively, financially, logistically, professionally and technically according to standard PCOM regulations;
- Prepare AWP, seek PB approval, manage implementation of AWP and prepare required reports for submission to PB and UNDP;
- Coordinate and consolidate project work plans and progress reports from all implementing partners
- Engage and network with stakeholders and partners to produce project outputs in a participatory manner;
- Keep track and maintain accounts of the project funds in line with the relevant guidelines of UNDP /PCOM;
- Prepare and submit regular periodic reports regarding progress of implementation to UNDP and NPD;
- Hiring and coordinating with consultants. In this regards prepare detailed Terms of Reference for recruiting consultants as well as develop Request for Proposals for professional and contractual services;
- Organize PB meetings and prepare required documentation for the PB.
- Assign responsibilities and deliverables to project staff in consultation with NPD and monitor progress to ensure timely submission of project deliverables.
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Manage and monitor the project risks as initially identified in the Project , submit new risks to the Project Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Project Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Project Board and Project Assurance;

- Prepare Final Project Review Reports to be submitted to the Project Board and the Outcome Board;

**Qualifications and Experience:**

The candidate should possess a Masters degree in Management, Environment and Energy, Social Sciences or related discipline, with over 10 years of relevant project management and implementation experience. Demonstrated experience in applying Results Based Management tools in managing complex donor funded projects or the projects under the National/Provincial Governments would be essential.

The candidate should have strong negotiation, communication and writing skills.

**1. Post Title: Component Managers (CM) – three (one for each CIU for Outcomes 1 to 3):**

**Project Title:** Pakistan Sustainable Transport Project (PAKSTRAN)

**Duty Station:** Islamabad, Karachi, Lahore

**Salary band:** NC-9

**Duties and Responsibilities:** The incumbent will be responsible for implementation of the Outcome 3 (Improved energy efficiency in truck freight transport) including assistance to mobilize all component inputs, supervise CIU staff, consultants and oversight of sub-contractors. The CM will be the leader of the Component Team (CT). The CM shall liaise with the Project Management Unit (PMU), government, UNDP, and relevant stakeholders for the specific component.

Under the supervision and guidance of the Component Director with additional reporting line to the National Project Manager (NPM), the Component Manager will be specifically responsible for:

- Overall management of the component; prepares quarterly and annual work plans and progress report for the relevant component.
- Working closely with PMU and other stakeholders to ensure delivery of outputs and outcomes as per project document and work plan,
- Ensuring technical, legal and institutional coordination of the component in close collaboration with the NPM,
- Assisting in mobilizing all component inputs in accordance with UNDP procedures and GEF principles,
- Finalizing the ToR for the consultants and subcontractors and coordinate with the NPM for recruitment, procurement and contracting,
- Supervising and coordinating the work of all component staff, consultants and sub-contractors,
- Ensuring management of component funds consistent with UNDP requirements, and budget planning and control,
- Assisting NPM in the preparation of timely submissions of monthly reports, quarterly consolidated financial reports, quarterly consolidated progress reports, annual, mid-term and terminal reports, and other reports as may be required by UNDP;

- Assisting NPM in the submission of progress reports and key issue reports to the Project Board,
- Assisting NPM in the regular input to UNDP corporate system ATLAS for financial and programme management on component progress, financial status and various logs,
- Arranging component audits for each fiscal year
- Undertaking field visits to ensure quality of work.

**Qualifications and Experience:**

The incumbent should have Master degree in energy/environment, management sciences, engineering, social science or other relevant disciplines such as climate change. S/he should have relevant experience of at least ten (10) years, preferably focused on development project/programme management. Demonstrated experience in applying Results Based Management tools in managing complex donor funded projects or the projects under the National/Provincial Governments will be preferred.

**2. Post Title: Monitoring & Evaluation Officer (MEO):**

**Project Title:** Pakistan Sustainable Transport Project (PAKSTRAN)

**Duty Station:** Islamabad

**Salary band:** NC-7

**Duties and Responsibilities**

He/ She will report directly to the National Project Manager (NPM) and will be part of the Project Management Unit (PMU). The M& E officer, in coordination with the project manager, will be responsible for the following:

- Understand and follow the UNDP Monitoring and Evaluation Guidelines
- Clarify and respond to the core information needs of central project management, the Project Board, funding agencies and the cooperating institution/s.
- Develop the overall framework for project M&E, for example, annual project reviews, participatory impact assessments, process monitoring, operations monitoring and lessons-learned mechanisms
- Help refine for implementation the project R&R, in the areas of the objective hierarchy, indicators and monitoring mechanisms.
- Guide the process for identifying and designing the key indicators for each component, to record and report physical progress against the AWP. Also the process for designing the format of such progress reports.
- Guide the process for identifying the key performance questions and parameters for monitoring project performance and comparing it to targets. Design the format for such performance reports.
- With stakeholders, set out the framework and procedures for the evaluation of project activities.

- Based on the AWP and in particular the programme budgets, design the framework for the physical and process monitoring of project activities.
- Guide staff and implementing partners in preparing their progress reports. Together, analyse these reports in terms of problems and actions needed. Prepare consolidated progress reports for project management to submit to the relevant bodies, in accordance with approved reporting formats and timing.
- Review monitoring reports, analyse them for impact evaluation and to identify the causes of potential bottlenecks in project implementation.

### **Qualifications**

The candidate should possess a Masters degree in Management, Social Sciences or related discipline, with 5-7 years of experience in formulating, monitoring and evaluating development projects; Should have expert knowledge of the development landscape, government systems and sound understanding of administrative justice issues; excellent report writing skills and computer skills for data analysis; and Ability to work in a complex and multi-stakeholders environment. The candidate should ideally have knowledge of the logical framework approach and other strategic planning approaches, M&E methods and approaches including quantitative, qualitative and participatory; and planning and implementation of M&E systems.

S/he should be able to work independently with minimum supervision and be able to deliver on time. Awareness of and commitment to issues of gender equality, inclusion of minorities and community participation is essential.

### **3. Post Title: Research Officers – six (two for each CIU for Outcomes 1 to 3 on need basis):**

**Project Title: Pakistan Sustainable Transport Project (PAKSTRAN)**

**Duty Station: Islamabad, Karachi, Lahore**

**Salary band: NC-7**

**Duties and Responsibilities:** The incumbent will be responsible to provide overall technical assistance under the guidance of their respective component manager- trucking-Islamabad. She/he will:

- Assist with initial and informal stakeholder consultations,
- Collect and analyze preliminary information and data. Provide advanced word processing support by creating complex spreadsheets, maintaining databases and creating high quality reports, presentations, and other documents;
- Assist in arranging meetings and workshops,
- Assist in the preparation of reports,
- Assist in preparation of work plans and budgets, and
- Maintain ongoing communications with stakeholders.
- Assist the Project/ Component Manager in project coordination and monitoring by keeping track of the project work plan and reports;
- Understand and assist in managing project outputs, activities, project controls and draft correspondence as and when required;
- Assist in compiling and developing project work plans;

- Assist in coordinating meeting of the Project Board, including preparation of agenda, invitations, and drafting minutes of the meetings;
- Assist in organization of project workshop and seminars, including preparation of proceedings and short reports; and
- Any other task assigned by the project/ component manager.

**Qualifications and Experience:**

The incumbent should have at least a Master degree in a technical discipline from a recognized university (i.e. geography, engineering, economics, environmental sciences/management, transport planning or urban planning). She/he should have at least 5 years relevant working experience with foreign aided projects or international development or organizations. Computer proficiency in MS Office (Word, Excel and PowerPoint) and other common software is a prerequisite. Ability to collect data, analyze data, write basic reports in English is a basic requirement. Ability to effectively interact with a wide variety of stakeholders and knowledge of UNDP project implementation procedures, including procurement, disbursements, and reporting and monitoring is considered an asset. Fluency both in written and spoken English and Urdu is required.

**4. Post Title: Admin and Finance Assistants: (One PMU and one in each CIU)**

**Project Title:** Pakistan Sustainable Transport Project (PAKSTRAN)

**Duty Station:** Islamabad, Karachi, Lahore

**Salary band:** NC-5

**Duties and Responsibilities**

- Ensure the implementation of UNDP Financial and Admin related policies in the Project. Prepare and maintain quarterly advances and financial reports and keep a track of all funds released by the PMU/ CIU.
- Prepare necessary documentation for quarterly advances and their settlement in line with the UNDP standard financial procedures.
- Maintain ledger of financial commitments and advances, ensure settlement of advances in accordance with agreed contract.
- Prepare payments requests/travel claims with the supporting documentation and liaison with UNDP for payment follow-ups; Handle all financial matters of the meetings, workshops and seminars organized under the project;
- Maintain project petty expenses and ensure entries in petty cash register, maintain general ledger to keep record of project accounts.
- Provide support to the PMU to prepare tender documents, disseminate, prepare bids tabulation and ensure quality and quantity of goods before delivery; receive and check invoices from the suppliers and initiate payment requests.
- Assist in inventory management of both expendable and non-expendable project items. Also responsible for the project file management i.e. to maintain an accessible filing system in the project.
- Prepare Cash Payment Vouchers, Bank Payment Vouchers, and Journal Vouchers together with complete supporting documentation in support to every financial transaction.
- Act as focal person for yearly project audit.



- Perform any other related duty as and when required.

**Qualification & skills**

The candidate should possess a Bachelors degree preferable in Management Sciences (MBA - Finance, M.Com, CA, and Statistics), with minimum seven to ten years of experience in financial management of GoP/NGOs or development assistance work. Knowledge of computers including basic hardware maintenance, and use of recent accounting software. Expertise in project formulation and implementation will be an added advantage.

The candidate should have strong interpersonal skills and excellent command of English language.

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