Amir / Sadia / Davi.

RECEIVED
0 4 JUL 2018
Financial Resource
Management Unit
UNDP Islamabad
Pakistan

RECEIVED
JUL 2018
Financial Resource
Management Unit
UNDP Islamabad
Pakistan

United Nations Development Programme

TRACKING SHEET

1. Action Required:	2. Type of Contract:	3. UNDP Staff Name:	
☐ Recruitment	☐ Fixed Term Appointment:	☐ UNV National	Job Title:
☐ Extension	☐ Grade / Level	☐ UNV International	
☐ Within Grade Increment	☐ Temporary Appointment		Position Number:
☐ Separation / Completion	☐ Service Contract	☐ Invoice Based (< $2,500)	
☒ Other AWP	☐ Individual Contract `		Place of Recruitment:

4. Budget	5. Sourcing For IC Only				
☒ Project Name : FATA Gov Project	☐ IC Value < USD 5,000 ☐ Requires no competition				
☒ Project ID & Expiry: 00108113 Dec, 2018	☐ IC Value USD 5,000 – 100,000	☐ Head Hunting		☐ CO Website	☐ Direct Contracting
☒ Unit / Agency : DGU	☐ IC Value USD above 100,000	☐ Newspaper		☐ Rozee	
	☐ Competition			☐ Roster	
☐ Administration / Office UNDP	* In the case of competition please choose the sourcing strategy.				
	☐ Agreements (Max 13 W Days) ☐ FINAL DONOR REPORTS (MAX 13 W DAYS)				
	☐ LETTERS (MAX 7 W DAYS) ☐ HR & PROCUREMENT (MAX 15 W DAYS)				

TITLE/NAME	DATE IN	DATE OUT	SIGNATURE
PROJECT MANAGER/ CTA (BUDGET OWNER) for	11-06-18	11-06-18	
ACD (QUALITY ASSURANCE) Return Anuz 12/6.		09.7.18	
HEAD OF HUMAN RESOURCES	12-7	12/7	
HEAD OF FINANCE		11/07/18	
HEAD OF PROCUREMENT		11/07/2018	
STRATEGIC MANAGEMENT UNIT (SMU)	11.7.18	11.7.18	
DCD (O)			
DCD (P)	12/2	12/2	Taq

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

From ~~the Costs Calculated for USAID~~ = the

(1) Please mention the Responsible Party Information in the Responsible Party column where we have signed or will sign the LoA/RPA to implement the activities e.g output 2. action 2.1.1.a-LoA with FATA SEC. (Done)!

(2) As Per Checklist - Project management cost needs to be divided into Technical and operational component at the end of AWP matrix. (Done)

(3) Project Start Date is not correct. Please revise. (Done).

Project Annual Work Plan (AWP) approval/revision Checklist -

Checklist Items	Yes	No
Compliance with UNDP AWP corporate template	☒	☐
All changes are highlighted (only for revised AWP)	☒	☐
Activity budgets match the total financial resources stated on the front page	☒	☐
Each budget description and its relevant funding source is provided	☒	☐
Project management costs is divided into technical and operational component at the end of AWP matrix	☒	☐
Matrices (M&E, Procurement, HR), organizational structure with organogram , planning and reporting timelines and risks logs enclosed and duly filled and reviewed by respective Operation Unit.	☒	☐
Fund availability is ensured for planned activities, through Cash in hand, Signed Agreements or Pipeline A	☒	☐
DPC and GMS have been correctly calculated and included as per Corporate Guidance	☒	☐
TRAC allocations (if applicable) match with the exact figure as agreed with senior management	☐	☐

Project Title: FATA Governance Project

OP/Country Programme   Outcome 1 (UNSDF Outcome 9): Increased effectiveness and
Outcome: accountability of governance mechanisms[1]

Country Programme Output   CPD Output 9.1: Democratic governance of state institutions, including
                                                            Parliament, provincial assemblies, local governments and electoral
(Those linked to the project and extracted from the   management bodies, strengthened to be responsive to citizens and
CPAP)   accountability, for improved service delivery.

                                                            Project Outputs:
                                                            Output 1:
                                                            GoP capacity to plan, communicate and implment key judicial,
                                                            governance and socio-economic reforms in FATA increased.
                                                            Output 2:
                                                            Inclusive local governance structures and institutions established in
                                                            targeted area to strengthen urban governance service delivery
                                                            Output 3:
                                                            State-citizen relationship strengthened through enhanced engagement
                                                            of the FATA population & civil society with reforms process & local
                                                            government.
                                                            Output 4:
                                                            Planning, budgeting, accounting & auditing at FATA & agency levels
                                                            improved.

Implementing Partner: UNDP
Responsible Parties: UNDP,FATA Sec,TBD

Project Brief Description
The FATA Governance Project is a FATA-wide project to build capacity of governance institutions in FATA and assist the implementation of the Government's FATA reform programme approved by the Federal Cabinet on 2 March 2017. The objective of the project is to enable government-led reform to drive the mainstreaming of FATA, and for inclusive local civilian government presence to be strengthened in support of implementation of the reform strategy. The project will provide technical assistance to build the capacity for effective agency/district level governance , provide technical assistance to policy-making at the federal, provincial and agency level, support improved economic management, and the introduction of inclusive governace structures in FATA. The project is implemented using Problem-Driven Iterative Adaptation (PDIA methodology) to deliver needs-based and flexible support to the Government.

Programme Period: 2016-2021 Atlas Award ID: 00108127 Atlas Project ID: 00108113 Start date: Jan 2018 End Date: June 2021 AWP revision: 01-June-2018 PAC Meeting Date: Project Board Meeting Date: December 2017 Management arrangement: DIM	2018 AWP budget: **USD** 5,420,310 Total resources required: **USD** 5,420,310 Total Available/allocated resources: **USD** 5,420,310 • Regular _____ • Other: CSSF: USD 4,054,869 DFID-SDPF: USD 99,976 USAID: USD 1,265,465

Agreed by UNDP (CD / DCD-P):

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[1] Outcome 9, United Nations Sustainable Development Framework /One-UN Programme III (2018-2022).

United Nations Development Programme

Annual Work Plan 2018

Project ID: 00108113   Project Title: FATA Governance Project

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	Quarterly Timeframe				PLANNED BUDGET (USD)			
		Q1	Q2	Q3	Q4	Responsible Party	Funding Source	Budget Description	Amount
Output 1: **Increased GoP capacity to plan, communicate and implment key judicial, governance and socio-economic reforms in FATA.** Indicators 1.1. Number of key political, economic, judicial and governance reforms assisted by UNDP[2] 1.2 # of agency/FR level offices demonstrating enhaced capacity to implement reforms 1.3 # of agency level / FR level offices supported in developing problem driven and capacity development plans. 1.4 # of government officials trained. Baseline 1.1 0 1.2 0 1.3 0 1.4 0 Targets 1.1 26 1.2 14 1.3 14 1.4 120	Activity Result 1.1.1: Combined international assistance package for the reforms package facilitated and leveraged to maximize the impact of international assistance on reforms agenda. Action 1.1.1a **(Activity 100)** Leverage International Support for the reform process in support of a political compact on FATA reforms	x	x	x	x	UNDP	CSSF	Consultants (71300) Contractual Services (71400) Training, Workshops and Confer (75700)	131,967
	Activity Result 1.2.1 Enhanced capacity of the government to plan, deliver and monitor the implementation of FATA reforms. Action 1.2.1a **(Activity 101)** Support and ensure continuity of the reform process through strategic and felxible technical assitance	x	x	x	x	UNDP	CSSF	Consultants (71300) Trainin, Workshops and Confer (75700) Contractual Services-Companies (72100) Contractual Services (71400)	1,396,422
	Action 1.2.1b **(Activity 102)** Establishment of Governance/Reform Support Offices in each Agency and Frontier Region		X	x	x	UNDP	USAID	Consultants (71300) Contractual Services-Companies (72100)	41,070

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[2] There are a total of 26 reforms approved in principle by the Cabinet. This indicator will therefore be a direct measure of the number of reforms being technically assited by UNDP.

								Supplies (72500)	
	Action 1.2.1c **(Activity 103)** Development of 13 Agency and Frontier Region problem-driven plans for capacity development		x	x	x	UNDP	USAID	Consultants (71300) Trainin, Workshops and Confer (75700) Contractual Services-Companies (72100) Supplies (72500)	65,622
	Action 1.2.1d **(Activity 104)** Development and Implementation of FATA-wide Reform Capacity Development Plans		x	x	x	UNDP	USAID	Trainin, Workshops and Confer (75700) Supplies (72500)	6,249
	Action 1.2.1e: **(Activity 107)** Training of PAs and mid-level officials to facilitate and support reform implementation				X	UNDP	USAID		-
	Activity Result 1.3.1 FATA sustainable development/economic recovery plan developed and implementation supported. Action 1.3.1a **(Activity 105)** Finalizaiton of 10-year socio economic plan and development of an implementation mechanism for the 10-year plan including a delivery unit supporting the Governor's advisory council. Conduct gap analysis and develop policy frameworks for improving access to finance in FATA and recommendation for what	X	x	x		UNDP	CSSF	Consultants (71300) Trainin, Workshops and Confer (75700) Contractual Services-Companies (72100)	240,334

	needs to be addressed in the revised framework.							Contractual Services (71400)	
	Activity Result 1.4.1 **(Activity 106)** Technical assistance to the government for completion of Strategic Development Partnership Fraemwork (SDPF) and Integrated Development Strategy (IDS) Action 1.4.1a Successful completion of SPDF and IDS through technical assistance, lessons learned and evaluation.	X	x	x	x	UNDP	DFID SDPF	UNDP Consultants (71300) Contractual Services (71400)	88,841
	Technical Assistance **(Activity 199) - USAID**							UNDP Consultants (71300) Contractual Services (71400)	64,126
	Total Output 1								**2,034,632**
Output 2: **inclusive local governance structures and institutions established in targeted area to strengthen urban governance service delivery** 2.1 # of municipal services delivery plans developed and approved.	Activity Result 2.1.1 Municipal /Urban services delivery established through planning and technical support to local authorities. Action 2.1.1a **(Activity 200)** Urban governance structures established in three (3) priority urban areas.		x	x	x	FATA SEC	USAID	UNDP LOA with FATA SEC (72100)	158,517
2.2 # of Urban Governace structures established and functional	Action 2.1.1b **(Activity 201)** Development and oversight of implementation of municipal/urban services delivery plan.		x	x		UNDP	CSSF	UNDP Contractual Services (71400)	29,580
Baseline 2.1 0 2.2 0 **Targets**	2.1.1c: **(Activity 202)** Institutional Strengthening of front-line urban services	X	x	x	x	UNDP	USAID	Contractual Services- Companies (72100)	25,912

2.1 2 2.2 3	Technical Assistance **(Activity 299)**								Contractual Services (71400) Consultants (71300)	103,069
	Total Output 2:									**317,078**
Output 3: **Strengthening of the state-citizen relationship through enhanced engagement of the FATA population & civil society with reforms process & local government.** 3.1 # of people reached through communication campaign. 3.2 # of provincial/community level dialogues and events held to support reform process. **Baseline**	Activity Result 3.1.1: Reforms process brought closer to the communities (with inclusion of women) through expanded consultations and strategic communication campaign on the reforms process.								Contractual Services- Companies (72100) Trainin, Workshops and Confer (75700) Contractual Services (71400) Consultants (71300)	737,736
	Action 3.1.1a **(Activity 300)** Launch a strategic communication campaign for reaching out to people to garner their support for FATA reforms (Media campaign for COO office)	x	x	x	x	UNDP	CSSF & USAID		
3.1 0 3.2 0 **Targets** 3.1 10,000 3.2 471	Action 3.1.1b **(Activity 301)** Holding grass root community dialogues, and stakeholersdialogues and events on reform process.	x	x	x	x	UNDP Third Party	CSSF & USAID	Contractual Services- Companies (72100)	271,003
	Action 3.1.1c **(N/A)** Innovative approach to women's participation piloted -A case of positive deviance approach for FATA[3]		N.A			UNDP	BPPS New York		
Output 4: Improved planning, budgeting, accounting & auditing at FATA & agency levels. 4.1 Extent to which participatory	Technical Assistance **(Activity 399)** USAID							Contractual Services (71400) Consultants (71300)	63,773
development planning and inclusive budgeting are implemented and	**Total Output 3**								**1,072,511**
incorporated at LG level.	Activity Result 4.1: **(Activity 400)**					UNDP	DFID (pipeline)		

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[3] Budget for the activity will not be relaeased to FATA Governance Project therefore it is not reflected.

Scale 1= participatory plans developed; 2= incorporation of plans in agency development plan; 3= budget allocated for implementation of plan; 4= implementation of development plans through community participation mechanism. 4.2 Number of relevant agency level staff with enhanced capacity on gender responsive budgeting and planning. 4.3 Increase in development expenditure (as a % of original allocation i.e. budget released/disbursed). Baseline 4.1 0 4.2 0 4.3 0 Target 4.1 0 4.2 0 4.3 TBD	Improved planning and budgeting by local government at the agency level;								
	Activity Result 4.2: **(Activity 401)** Enhanced capacity development at agency level on gender-responsive planning & budgeting					UNDP	DIFD (pipeline)		
	Technical Assistance **(Activity 499)** No activity planned for 2018								
	Total output 4 No activity planned for 2018								
	Operations **(Activity 500)**					UNDP	CSSF & USAID	Equipment and Furniture (72200) Travel (71600) Depreciation Expense (74800) Rent (73100) Miscellaneou s Expenses (74500) Contractual Services (71400)	851,194
	Project M&E Costs **(Activity 501)**					UNDP	CSSF	Contractual Services-Companies (72100) Contractual Services (71400)	65,955
	Management Oversight (PMU Staff only) **(Activity 502)**					UNDP	CSSF & USAID	UNDP Salaries National Staff (71400) Internaitonal Staff (71200) Consultants (71300)	677,437

								Miscellaneou s Expenses (74500)	
Total (all outputs & Management)									5,018,806
GMS	(Activity 503) USAID/CSSF/SDPF							GMS (75100)	401,504
TOTAL (USD)									5,420,310

United Nations Development Programme

II. Monitoring Plan 2018
(Include all monitoring and evaluation activities/events

Project ID: 00108113   **Project Title: FATA Governance Project**

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/ Frequency	Responsible Staff	Resources ($)	Risks and Assumptions
CPD Outcome 1: Increased effectiveness and accountability of governance mechanisms	UNSDF 9.1: Extent to which post 2015 agenda and the Sustainable Development Goals are integrated and adapted into national development plans and budgets			Standing committee meeting minutes; Project records and progress reports; Notifcaitons by the government	Quarterly	Program/Project Staff		
Output 9.1: Democratic governance of state institutions, including Parliament, provincial assemblies, local governments and electoral management bodies, strengthened to be responsive to citizens and accountability, for improved service delivery.	**CPD output indicator 9.1.3** Extent to which national/provincial governments/administrations are enabled by having functioning development planning, budgeting and monitoring systems for improved services in response to priorities voiced by the public.	**Baseline:** Scale: 2. To a very partial extent.	**Target (2022):** Scale: 5 To full extent.	Project progress reports highlighting such legislations; copies of the draft bills presented in the assembly.	Monthly	Program/Project Staff		FATA Secretariat and authorities supportive of and take leadership of reforms; R&R strategy receives the required resources, commitment and support from Pakistani authorities and development partners
Output 1 Increased GoP capacity to plan, communicate and implment key judicial, governance and socio-economic reforms in FATA.	1.1. Number of key political, economic, judicial and governance reforms assisted by UNDP *(out of the 26 reforms approved in principle by the Cabinet)*	0	3	Technical Assistance/consultants deliverable reports,Progress reports,	1 x LOP, Quarterly	Project M&E Department/Technical specialist; governance and reforms specialist	5,000	
	1.2 # of agency/FR level offices demonstrating enhaced capacity to implement reforms	0	14		Quarterly	Project M&E Technical specialist; governance and reforms specialist	10,000	

	Indicator	Baseline	Target	Means of Verification	Frequency	Responsible	Budget	
	1.3 # of agency level / FR level offices supported in developing problem driven and capacity development plans.	0	14	Assessment reports.	Quarterly	Project M&E Technical specialist; governance and reforms specialist	5,000	
Output 2: inclusive local governance structures and institutions established in targeted area to strengthen urban governance service delivery	2.1 # of municipal services delivery plan developed and approved.	0	2	FATA Secretariat Notificaiton; projectprogress report	2x LOP	Project M&E Technical specialist; governance and reforms specialist	13,000	
	2.2 # of Urban Governace structures established and functional.	1	3	FATA Secretariat Notificaiton; projectprogress report	Quarterly	Project M&E Technical specialist; governance and reforms specialist	10,000	
Output 3 Policy Support provided to FATA Reforms Process.	3.1 # of people reached through communication campaign.	0	10,000	Progress reports from IPs	Quarterly	IP M&E; Poilcy Analyst; Project M&E	20,000	
	3.2 # of provincial/community level dialogues and events held to support reform process.	0	471	Progress reports from IPs	Quarterly	IP M&E; Poilcy Analyst; Project M&E	3,784	

Output 4: Improved planning, budgeting, accounting & auditing at FATA & agency levels.	4.1 Extent to which participatory development planning and inclusive budgeting are implemented and incorporated at LG level.	o	o	Progress Reports; government notifications and program reports	Annual	UNDP	o
	4.2 Number of relevant agency level staff with enhanced capacity on gender responsive budgeting and planning.	o	o	progress reports; training reports pre and post training assessments	Quarterly	UNDP M&E and policy analyst	o
	4.3 Increase in development expenditure (as a % of original allocation i.e. budget released/disbursed).	o	o	ADP copies; government of Pakistan records	Annual	UNDP	o

United Nations Development Programme

Project ID: **00108113**   Project Title: FATA Governance Project

#	Post Title	National/ International	Level of Post	Proforma Cost per year (US$)	Responsible party (UNDP/EAD/ IP/PMU etc.)	Contract Modality (TA/FTA/SC/ NIMU/Govt)	Duty Station	Contract Start Date	Contract End Date
1	Reforms Advisor	National	SB 4/2	36,000	UNDP	SC	Peshawar	Apr 2018	Dec 2018
2	Policy Analyst	National	SB 4/1	14,743	UNDP	SC	Islamabad	May 2018	Dec 2018
3	Reporting and Research Officer	National	SB 4/1	15,925	UNDP	SC	Islamabad	July 2018	Dec 2018
4	Component Lead – Local Government and PFM	National	SB 5/4	44,678	UNDP	SC	Peshawar	June 2018	May 2019
5	Senior Strategist Advisor	National	SB 5/4	44,678	UNDP	SC	Peshawar	June 2018	May 2019
6	Procurement Associate	National	SB 3/3	12,398	UNDP	SC	Islamabad	June 2018	Mar 2019
7	Administration and Finance Assistant	National	SB 3/1	9,975	UNDP	SC	Islamabad	June 2018	Mar 2019
8	Operations Officer	National	SB 4/2	18,600	UNDP	SC	Islamabad	June 2018	Mar 2019

9	M&E Associate	National	SB 3/3	13,450		UNDP	SC	Peshawar	June 2018	Mar 2019
10	Programme Specialist – P3	International	P3	78,890		UNDP	FT	Islamabad	September 2019	August 2019
11	International UNV	International	Int. UNV	20,870		UNDP	Int. UNV	Islamabad	September 2019	August 2019
12	Component Lead: Public Outreach	National	SB 5/2	22,241		UNDP	SC	Peshawar	August 2018	March 2019

Procurement Plan 2018

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

Project ID: 00108113   **Project Title: FATA Governance Project**

#	Type of Procurement Action	Procurement Category (Description)	Estimated Contract Value (USD)	Submission Date for Documents	Target Purchase Order Date (if Goods)	Planned Contract Start Date (if Civil Works, IC, or Services)	Procurement Method	Competition Type	Planned Bid Publishing Date	Planned Bid Closing Date	Planned Pre-Bid Meeting Date	Planned Evaluation Date	Committee Review Required
1	Individual Consultant (this position under DFID)	Coordinations and Partnerships	32,638		N/A	01-Sep-2018	IC Extension	IC Extension	N/A	N/A	N/A	N/A	N/A
2	Individual Consultant (this position under DFID)	PA2DC Transition	18,000		N/A	01-June-2018	Competition		N/A	N/A	N/A	N/A	N/A
3	Individual Consultant (this position under DFID)	PA2DC Research	4,534		N/A	01-Apr-2018			N/A	N/A	N/A	N/A	N/A
4	Individual Consultant (this position under DFID)	Reform Implementation Specialist	25,912		N/A	01-Aug-2018			N/A	N/A	N/A	N/A	N/A
5	Individual Consultant (this position under DFID)	Administrative Legal Expert	25,912		N/A	01-Sep-2018			N/A	N/A	N/A	N/A	N/A
6	Goods & Furniture (DFID)	Laptops, Printer,Photocopier , Furniture	224,197		N/A	01-Jun-2018			N/A	N/A	N/A	N/A	N/A
7	Contractual Services – Company (DFID)	GIS/MIS,Impact studies, mid term review, vehicle rental, IT services to DTR, Engineering firm,	365,463		N/A	01-Jun-2018			N/A	N/A	N/A	N/A	N/A
8	Contractual Services – Company (DFID)	Workshops and Stationary/ Publications	18,807.34		N/A	01-August-2018			N/A	N/A	N/A	N/A	N/A
9	Contractual Services – Company (USAID)	Furniture & Fixtures, AC,	12,363		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A

		Printer,Mobile,Rent al Vehicles											
10	Individual Consultant (USAID)	Khyber Agency Coordinator	7,350		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A
11	Individual Consultant (USAID)	Khyber Agency Analyst	5,250		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A
12	Individual Consultant (USAID)	Khyber Agency Analyst	5,250		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A
13	Individual Consultant (USAID)	Khyber Agency Analyst	5,250		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A
14	Contractual Services – Company (USAID)	Design & Development of consultation methodology	10,000		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A
15	Individual Consultant (USAID)	Agency/District Level officer (6)	46,642		N/A	01-Jul-2018			N/A	N/A	N/A	N/A	N/A
16	Contractual Services – Company (DFID)	TYSEDP designing and printing, Launching Event with govt officials, Dissemination Workshops (Economic Survey and NFC position paper, FGD for Demand side GAP analysis A2F)	99,889		N/A	01-Jul-2018			N/A	N/A	N/A	N/A	N/A
17	Individual Consultant	PFM	9,033		N/A	01-Febl-2018			N/A	N/A	N/A	N/A	N/A
18	Individual Consultant	Financial Inclusion Expert	24,309		N/A	01-Jun-2018			N/A	N/A	N/A	N/A	N/A
19	Individual Consultant	Institutional Expert A2F	24,309		N/A	01-Jun-2018			N/A	N/A	N/A	N/A	N/A

20	Individual Consultant (SDPF)	Policy Analyst Economic Development- SDPF Secretariat	18,067		N/A	01-Mar-2018			N/A	N/A	N/A	N/A	N/A
21	Individual Consultant (SDPF)	Policy Analyst Economic Development- SDPF Secretariat	11,030		N/A	01-Mar-2018			N/A	N/A	N/A	N/A	N/A
22	Individual Consultant (DFID & USAID)	Senior Strategic Advisor	31,914		N/A	01-Aug-2018			N/A	N/A	N/A	N/A	N/A
23	Contractual Services – Company (USAID)	For revenue neutral Infrastructure - Engineering consultant firm for detailed design of revenue free infrastructures i.e. Drawings, BOQs, Scope of work	25,912		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A
24	Individual Consultant (USAID)	Consultant Local Governance structure	6,000		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A
25	Individual Consultant (DFID)	Communication Consultant	22,584		N/A	01-Jun-2018			N/A	N/A	N/A	N/A	N/A
26	Contractual Services – Company (DFID)	Stablization Research and Perception FGDs	42,930		N/A	01-Sep-2018			N/A	N/A	N/A	N/A	N/A
27	Contractual Services – Company (DFID)	Media Campaign FATA Feedback Hotline	31,642		N/A	01-Jul-2018			N/A	N/A	N/A	N/A	N/A
28	Contractual Services – Company (DFID)	Media Campaign on Government and Civic Education	200,944		N/A	01-Jul-2018			N/A	N/A	N/A	N/A	N/A
29	Contractual Services – Company (DFID)	Civic Education Campaign	271,003		N/A	01-Jul-2018			N/A	N/A	N/A	N/A	N/A
30	Contractual Services (DFID)	political, economic, judicial and	10,000		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A

#	Type	Description	Amount										
		governance reforms Survey.											
31	Contractual Services (DFID)	Municipal services delivery/perception tracking at community level through independent monitoring party	10,000		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A
32	Contractual Services (DFID)	Number of provincial/community level dialogues and events	13,899		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A
33	Individual Consultant	Data Visual and Integration Officer	17,965		N/A	01-Jun-2018			N/A	N/A	N/A	N/A	N/A
34	Contractual Services – Company (USAID)	Civic Education Campaign in Hazara Division and Sourthern part of KP	145,710		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A
35	Contractual Services – Company (USAID)	Media Campaign in Hazara Division and Sourthern part of KP	124,898		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A
36	Individual Consultant	Development of Communication Strategy	13,820		N/A	01-Sep-2018			N/A	N/A	N/A	N/A	N/A
37	Equipment & Furiture	Laptop and Furniture	14,000		N/A	01-Jul-2018			N/A	N/A	N/A	N/A	N/A
	TOTAL		1,977,426										

#	Type	Description												
20	Individual Consultant (SDPF)	Policy Analyst Economic Development- SDPF Secretariat	18,067		N/A	01-Mar-2018			N/A	N/A	N/A	N/A	N/A	
21	Individual Consultant (SDPF)	Policy Analyst Economic Development- SDPF Secretariat	11,030		N/A	01-Mar-2018			N/A	N/A	N/A	N/A	N/A	
22	Individual Consultant (DFID & USAID)	Senior Strategic Advisor	31,914		N/A	01-Aug-2018			N/A	N/A	N/A	N/A	N/A	
23	Contractual Services – Company (USAID)	For revenue neutral Infrastructure - Engineering consultant firm for detailed design of revenue free infrastructures i.e. Drawings, BOQs, Scope of work	25,912		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A	
24	Individual Consultant (USAID)	Consultant Local Governance structure	6,000		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A	
25	Individual Consultant (DFID)	Communication Consultant	22,584		N/A	01-Jun-2018			N/A	N/A	N/A	N/A	N/A	
26	Contractual Services – Company (DFID)	Stablization Research and Perception FGDs	42,930		N/A	01-Sep-2018			N/A	N/A	N/A	N/A	N/A	
27	Contractual Services – Company (DFID)	Media Campaign FATA Feedback Hotline	31,642		N/A	01-Jul-2018			N/A	N/A	N/A	N/A	N/A	
28	Contractual Services – Company (DFID)	Media Campaign on Government and Civic Education	200,944		N/A	01-Jul-2018			N/A	N/A	N/A	N/A	N/A	
29	Contractual Services – Company (DFID)	Civic Education Campaign	271,003		N/A	01-Jul-2018			N/A	N/A	N/A	N/A	N/A	
30	Contractual Services (DFID)	political, economic, judicial and	10,000		N/A	01-Oct-2018			N/A	N/A	N/A	N/A	N/A	

i) Project Review Board

The project will be guided by a Project Review Board which will provide strategic direction and oversight. It is planned that this committee will be co-chaired by Additional Chief Secretary (ACS) FATA, UNDP Country Director and will include relevant ministries (SAFRON), line departments, and Donors. It is proposed that the committee shall meet on an annual basis. The purpose of the committee is to:

A. *Review annual project progress;*
B. *Approve annual outputs from the annual workplan;*
C. *Avoid overlap and duplication with any other programs;*

Special sessions of the Project Review Board may be called on an as-needed basis should any significant change to the project design or implementation be required. Meetings may be in person or virtually. Project review board meetings may be combined with other events when appropriate.

ii) Project Steering Committee

A project steering committee will be formed at an operational level in Peshawar to;

A. *Review progress;*
B. *Enhance coordination with government and other programs;*
C. *Identify blockages in project delivery and take corrective action;*

The meeting will be co-chaired by the Government (ACS FATA, DG-DOP, or Secretary P&D) and UNDP with membership from the relevant line departments, implementing partners. Special sessions of the Steering Committee may be called on an as-needed basis should any significant change to the project design or implementation be required. Meetings may be in person or virtually. Steering Committee meetings may be combined with other events when and where appropriate

iii) Operational Implementation

The project manager for the project will be the Chief Technical Specialist (CTS). The CTS will be responsible for implementing and achieving all goals and objectives with excellence and in compliance with UNDP policies and procedures. Under the supervision of Assistant Country Director (DGU) and Country Director (UNDP), the CTS shall consider the input from the Project Review Board and Steering Committee and will lead, manage, monitor and implement the four outputs, ensure project coherence, and compliance with UNDP policies to guarantee proper use of resources. The CTS shall function as the Focal Point for donor communication regarding the project.

UNDP shall manage the implementation of this project through its Democratic Governance Unit (DGU). The Project shall be responsible for arranging and organizing the Project Review Board, Steering Committee, and ensuring quality assurance of the overall project.

The project team will work under the supervision of the CTS in accordance with their terms of reference to ensure effective execution of the project goals. This team will also be responsible for implementing the recommendations of the Steering Committee, implementing this Annual Work Plan. The CTS will have the responsibility to report regularly on this progress to UNDP and the project stakeholders. In addition, on a quarterly basis the team is required to prepare a Quarterly Progress Review which is based on the discussion held at the quarterly project review meetings and documents any proposed changes to strategy or implementation plans. The project management team will be supported by the UNDP operations units, especially in managing complex procurements, project finances and administrative services.

Overview of Problem-Driven Iterative Adaptation (PDIA Methodology)

Adaptive management is a programming technique applied to specifically difficult contexts which prioritizes iteration and learning as programming management tools. The methodology is based on the conclusion that the most difficult development challenges including 'wicked hard' issues such as FATA Governance require a more robust management approach which are iterative rather than definitive, and inclusive rather than technocratic. Additionally, there is a growing recognition that traditional Taylorist approaches to M&E and program management privilege easily-quantify and measurable interventions with short-term quantifiable outputs, rather than those which work within the political context to address deeper fundamental and 'wicked hard,' problems.

Adaptive programming is being developed by USAID, DFID/ODI and UNDPs' Centre for Public Service Excellence. This project is designed using Problem-Driven Iterative Adaptation methodology, the methodology designed by the Center for International Development (CID) at Harvard University. Harvard University CID is one of the leading adaptive knowledge leaders in this area.

Three of the programme management and technical team members (Christensen, Yahya, and Shinwari) have already been trained in Problem-Driven Iterative Adaptation by the Center for International Development (CID) at Harvard University.
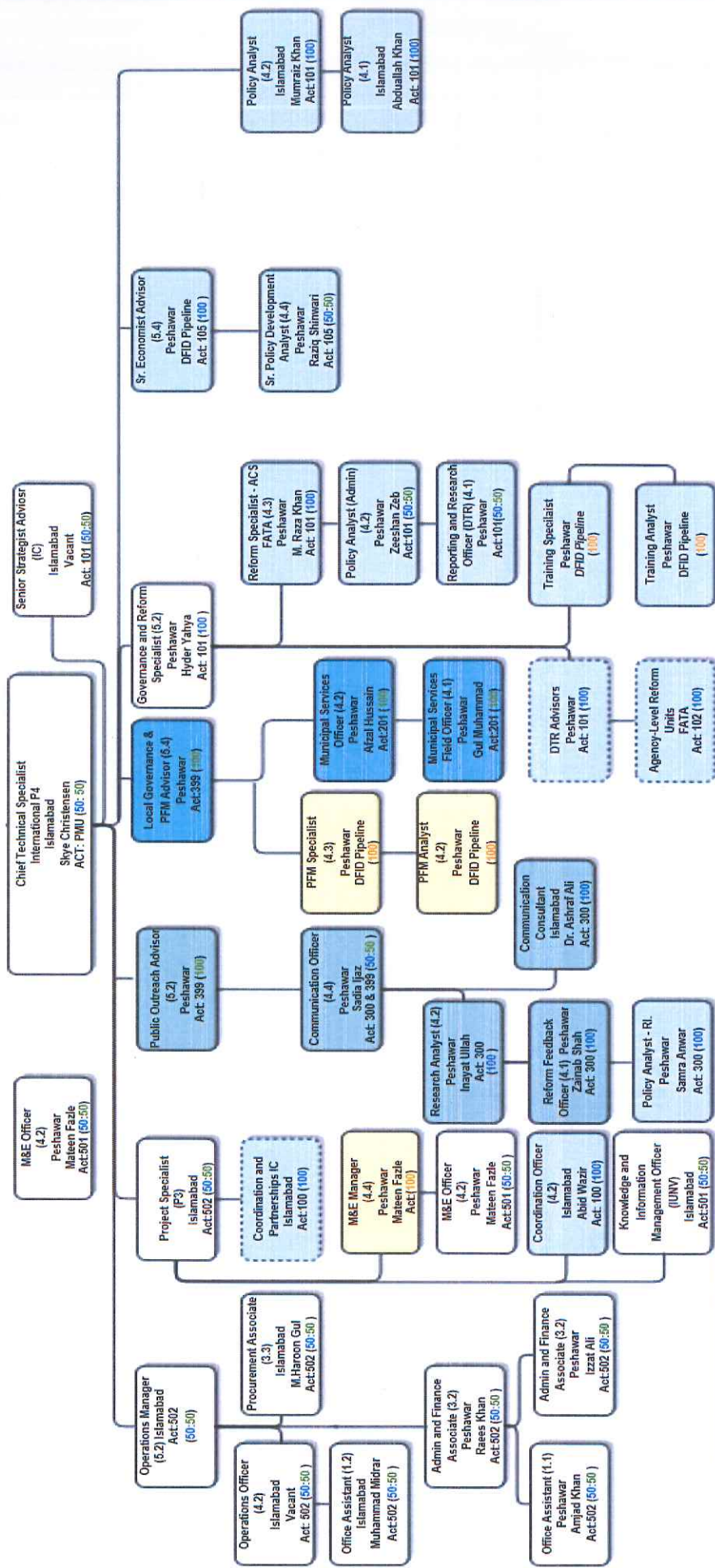
PDIA is focused on four main principles:

1) **Local Solutions for Local Problems.** The methodology focuses on the identification of locally defined problems (rather than programming around a best-practice solution). In our context, this means exploring local government and justice sector problems as defined locally rather than based on international templates.

2) **Pushing problem-driven positive deviance.** The methodology encourages local-level innovation to solve delivery problems based on what is already working on the ground rather than outside prescriptions. In example, we are exploring why some urban centers in FATA have been sustainable since colonial times, while others have come and gone with development spending.

3) **Try, learn, iterate, adapt.** The adaptive policy cycle includes analysis and problem identification, followed by cycles of iteration which build both authorization and learning. UNDP has taken this iterative approach to our technical assistance in FATA Governance since early 2016. The approach means we have been able to build out authorization and capability, increasing the pace and quality of political reforms.

4) **Scale through diffusion.** As practices are developed, and proven through iterations, they then are spread. Learning and practices through this project will be diffused both local and more broadly through established techniques.

The principles above may be seen as common sense, which is a reflection of how far actual practice diverges from the linear planning model which is discourages learning and adaptation.

United Nations Development Programme
FATA Governance Project:

Senior Strategist Advisor (IC)
Islamabad
Vacant
Act: 101 (50:50)

Chief Technical Specialist
International P4
Islamabad
Skye Christensen
ACT: PMU (50: 50)

M&E Officer (4.2)
Peshawar
Mateen Fazle
Act: 501 (50:50)

Policy Analyst (4.2)
Islamabad
Mumraiz Khan
Act: 101 (100)

Policy Analyst (4.1)
Islamabad
Abduallah Khan
Act: 101 (100)

Sr. Economist Advisor (5.4)
Peshawar
DFID Pipeline
Act: 105 (100)

Sr. Policy Development Analyst (4.4)
Peshawar
Raziq Shinwari
Act: 105 (50:50)

Reform Specialist - ACS FATA (4.3)
Peshawar
M. Raza Khan
Act: 101 (100)

Policy Analyst (Admin) (4.2)
Peshawar
Zeeshan Zeb
Act: 101 (50:50)

Reporting and Research Officer (DTR) (4.1)
Peshawar
Act: 101 (50:50)

Training Specialist
Peshawar
DFID Pipeline
(100)

Training Analyst
Peshawar
DFID Pipeline
(100)

Governance and Reform Specialist (5.2)
Peshawar
Hyder Yahya
Act: 101 (100)

Municipal Services Officer (4.2)
Peshawar
Afzal Hussain
Act: 201 (100)

Municipal Services Field Officer (4.1)
Peshawar
Gul Muhammad
Act: 201 (100)

DTR Advisors
Peshawar
Act: 101 (100)

Agency-Level Reform Units
FATA
Act: 102 (100)

Local Governance & PFM Advisor (5.4)
Peshawar
Act: 399 (100)

PFM Specialist (4.3)
Peshawar
DFID Pipeline
(100)

PFM Analyst (4.2)
Peshawar
DFID Pipeline
(100)

Public Outreach Advisor (5.2)
Peshawar
Act: 399 (100)

Communication Officer (4.4)
Peshawar
Sadia Ijaz
Act: 300 & 399 (50:50)

Communication Consultant
Islamabad
Dr. Ashraf Ali
Act: 300 (100)

Project Specialist (P3)
Islamabad
Act: 502 (50:50)

Coordination and Partnerships IC
Islamabad
Act: 100 (100)

M&E Manager (4.4)
Peshawar
Mateen Fazle
Act: (100)

M&E Officer (4.2)
Peshawar
Mateen Fazle
Act: 501 (50:50)

Coordination Officer (4.2)
Islamabad
Abid Wazir
Act: 100 (100)

Knowledge and Information Management Officer (IUNV)
Islamabad
Act: 501 (50:50)

Research Analyst (4.2)
Peshawar
Inayat Ullah
Act: 300 (100)

Reform Feedback Officer (4.1) Peshawar
Zainab Shah
Act: 300 (100)

Policy Analyst - RI.
Peshawar
Samra Anwar
Act: 300 (100)

Operations Manager (5.2) Islamabad
Act: 502 (50:50)

Procurement Associate (3.3)
Islamabad
M.Haroon Gul
Act: 502 (50:50)

Operations Officer (4.2)
Islamabad
Vacant
Act: 502 (50:50)

Office Assistant (1.2)
Islamabad
Muhammad Midrar
Act: 502 (50:50)

Admin and Finance Associate (3.2)
Peshawar
Raees Khan
Act: 502 (50:50)

Admin and Finance Associate (3.2)
Peshawar
Izzat Ali
Act: 502 (50:50)

Office Assistant (1.1)
Peshawar
Amjad Khan
Act: 502 (50:50)

Title
Grade
Duty Station
Name
Activity
Blue: % charged to CSSF
Green: % charged to USAID
Orange: % charged to DFID

PMU

Total Posts

UNDP Islamabad	UNDP Peshawar	Other
9	19	7

Output 1

Increased GOP Capacity to plan, implement key judicial, governance, and socio-economic reforms in FATA

Output 2

Inclusive local and urban governance structures and institutions established in targeted area to strengthen local and urban governance service delivery.

Output 3

Strengthening of the state-citizen relationship through enhanced engagement of the FATA Population & civil society with reforms process & local government.

Output 4

Improved planning, budgeting, accounting & auditing at FATA & agency levels.

Notes:
Dotted lines indicate consultants or other non-SC positions
* Currently this role is covered by an IC, the project intends to create a P3 post to carry out this function during the course of 2018.

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United Nations Development Programme

VI. Planning, Monitoring and Reporting line /Target Date	Activity	Primary Responsibility
January 2018	Approval of AWPs and LOS by UNDP	ACD UNDP, Project Manager
15 March 2018	Organize the Project Steering Committee with FTRP	CTS & Programme Specialist
1 April 2018	Submit draft Annual progress report 2017, including project contribution to outcomes, outputs, activities and financial delivery and lessons learned to UNDP	CTS
15 June 2018	Organize Project Steering Committee (Mid-year review of project progress and , if needed, revision of the AWP)	Project Manager//Programme Specialist
31 October 2018	Annual audit of the project	SMU
30 April 2018 31 July 2018 31 October 2018	Quarterly progress reports, including a) Report on project progress and financial delivery b) Update of Issue Log in Atlas (tracking and resolution of potential problems or requests for change) c) Update of Risk Log (Reviewing of external environment that may affect project implementation)	CTS

United Nations Development Programme

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"

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

[UNDP] agrees to undertake all reasonable efforts to ensure that none of the [project funds][4] [UNDP funds received pursuant to the Project Document][5] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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[4] To be used where UNDP is the Implementing Partner

[5] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

#	Risk	Date	Type	P/I	Action	Owner	Submitted by	Last Update	Status
					this issue to adjust annual delivery forecasts accordingly.				
5	Duplication of activities with government or other development partners	December 2015	Operational	P = 2 I = 3	Coordination with relevant government line departments through the Project steering committee to include all line departments and other development partners with programmes in FATA. Regular coordination through FATA Transition Task Force on ongoing early recovery activities.	Chief Technical Specialist	Governance and Reforms Specialist	October 2017	Active
9	Transfer of government counterparts in the federal ministries and FATA Secretariat may create information gaps on project scope and implantation	December 2015	Operational	P = 2 I = 3	Regular information sharing with federal government ministries to ensure smooth implementation of the project. Formal review and approval of work plans and progress reports by Project Steering Committee. Approval of schemes in consultation with local Political Administration. Briefing packs are being prepared to ensure a comprehensive introduction to the project when a new official takes charge.	Governance and Reforms Specialist	Governance and Reforms Specialist	October 2017	Active
10	Militancy will continue to be present in the target areas	December 2015	Political	P=4 I=4	While it is probable that militancy will continue at some level, project staff will be aware/analyses and assess local dynamics to determine project criticality and continue as much as possible with planned activities. Any major security concerns requiring suspension of project activities will be reported to the donor immediately.	Assistant Country Director	Governance and Reforms Specialist	October 2017	Active