



Annual Work Plan 2016

<b>Project Title:</b>	Reforms and Innovation in Government for High Performance
<b>OP/CPO</b>	<b>2.1</b> Creation of employment opportunities and decent work through industry, construction, services, vocational/skills training as well as promoting youth employment.
<b>Country Programme Outputz</b> <i>(Those linked to the project and extracted from the CPAP)</i>	<b>Output 2.1.1:</b> Planning and finance institutions and women's departments at federal and provincial levels are enabled to develop comprehensive development strategies, with a focus on MDGs acceleration, inclusive growth, gender equality and women's empowerment
<b>Project Outputs:</b> <i>(Those that will result from the project and are taken from the Project Strategy)</i>	<b>Output 1:</b> Performance-based management system embedded in government institutional architecture; <b>Output 2:</b> Civil service and public administration reforms aimed at establishing distinct transparency and accountability mechanisms implemented; <b>Output 3:</b> Multidimensional poverty including MDGs, SDGs and social development indicators institutionalized <b>Output 4:</b> MoPDR positioned as a model ministry for innovation and high-performance delivery
<b>Implementing Partner:</b>	UNDP
<b>Responsible Parties:</b>	UNDP

**Project Brief Description**

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

Programme Period: 2015-2018  Atlas Award ID: 86908 Atlas Project ID: 94073  Start date: 01 March 2015 End Date: 31 Dec 2018  PAC Meeting Date:  Project Board Meeting Date:	2016 AWP budget: Total resources required USD 1,336,238 Total allocated resources: _____ • Regular (Core) • Other: o Donor _____ o Donor _____ o Donor _____ o GOP : USD 1,336,238 Unfunded budget: In-kind Contributions NIL
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Agreed by UNDP (CD / DCD-P): *M. Muneer* Date: 13/11/16

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Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
<p><b>Output 1: Performance based management system embedded in government institutional architecture</b></p> <p><i>Indicator 1.1</i></p> <p><i>Extent to which performance tracking mechanism is in place and functional</i></p> <p><i>Scale:</i></p> <p><i>1: not functional</i></p> <p><i>2: very partially functional</i></p> <p><i>3: partially functional</i></p> <p><i>4: functional</i></p>	<p>Activity Result 1.1.1</p> <p>Comprehensive performance management initiatives in place to improve performance and governance</p>					
<p>Baseline</p> <p>1.1 2- <i>very partially functional</i></p> <p>Description: No performance-based management system exists in government institutions. Performance reports (ACR/PERs) are used but they are not effectively tied to performance.</p>	<p>Action 1.1.1a</p> <p>Finalize 11 ministries' draft performance contracts with self-tracking guidelines for 11 ministries.</p>		UNDP	GOP	Local consultant (71300)	20,703
<p>Target</p> <p>1.1.3: <i>partially functional</i></p> <p>Description: Government institutions are regularly and effectively tracking and managing their performance</p>	<p>Action 1.1.1b</p> <p>Review progress against 11 ministries' contracts and draft new ones for FY 2016-17</p> <p>Action 1.1.1c</p>		UNDP	GOP		6,901
						2,760

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
	Develop intra-ministry performance contracts (between sections/units)					
	<p>Action 1.1.1d Recruit focal persons from 11 ministries to lead performance management and reporting (training for them is under 1.2.1c)</p>		UNDP	GOP	Local Consultants (71300)	113,862 (11 people for 3 months)
	<p>Action 1.1.1e Develop online results monitoring dashboard (possible models are Vision 2025 and KPI Tracking Unit, PSDP monitoring unit, SIGOB or PEMANDU).</p>		UNDP	GOP	International Mission	41,404
<p><i>Indicator 1.2</i> <i>Extent to which resources are available and effectively deliver on performance targets</i> <i>Scale:</i> <i>0: no capacity</i> <i>1: very partial capacity</i> <i>2: partial capacity</i> <i>3: capacity largely in place</i></p>	<p>Activity Result 1.2.1 Government officials' capacity developed to lead, manage and sustain performance-centered reforms.</p>					
<p>Baseline 1.2: 1 very partial capacity Description: Ministries have limited capacities in place to effectively manage performance-centred reforms</p>	<p>Action 1.2.1a Design and implement broad-based training for 500 senior government officers (G17 to 22), primarily from federal government, for improved performance/workplace skills (local training)</p>		UNDP	GOP	Firm – Contractual Services (72100)	69,007 (total for 2016, rest will be paid in 2017)

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
<p><b>Target</b>                      1.2: 2 <i>Partial capacity</i>                      Description: Ministries are able to utilise their resources to improve performance</p>	<p>Action 1.2.1b                      Design and implement broad-based training for 2000 (total 5000 for all years) government officials from grades 1 to 16, primarily from federal government, for improved performance/workplace skills. (local training)</p>		UNDP	GOP	Firm – Contractual Services (72100)	13,801 (total for 2016, rest to be paid in 2017)
<p><b>Indicator 1.3</b>                      Extent to which government applies digital/electronic measures to improve its functioning.                      Scale                      0: not at all                      1: very partially                      2: partially                      3: largely</p>	<p>Action 1.2.1c                      Design and implement international training and exchange programmes (10 people to be trained and 10 officials on exchange programmes in 2016) focusing on officials from 11 target ministries.</p> <p>Activity Result 1.3.1                      Wide-scale e-governance measures in place to improve transparency, accountability and responsiveness.</p>		UNDP	GOP	Training Cost (75700)	27,603
<p><b>Baseline</b>                      1.3: 1: <i>very partially</i>                      Description: Only limited digital mechanisms for government transparency, accountability and</p>	<p>Action 1.3.1a                      Review websites of MOPDR, FPSC and Establishment and identify and present areas of improvement including business automation</p>					

Expected Outputs	Planned Activities	Timeframe			Responsible party	Funding source	Budget description	Amount (USD)
responsiveness exist such as e-filing in Establishment Division.					UNDP	GOP	Local consultant (71300)	6,901
Target 1.3: 2 partially Description: Ministries use e-governance to improve performance and management	Action 1.3.1b Provide overall IT technical assistance to the government				UNDP	GOP	Local consultant (71300)	20,702
	Action 1.3.1c Develop best-practice web portal including automation of business processes for MOPDR				UNDP	GOP	Local consultant (71300)	34,504
	Action 1.3.1d Develop online employee ranking system (w.r.t to rightsizing and performance rewards)				UNDP	GOP	Local consultant (71300)	6,211
Indicator 1.4 Extent to which institutions show innovation and citizen-centeredness Scale 1: not at all 2: Partially for I but not C 3: Partially for C but not I 4: Partially for both 5: Largely for I but not C 6: Largely for C but not I 7: Largely for both	Activity Result 1.4.1 Innovation and citizen-centeredness is promoted for excellence in governance and public service delivery.							
Baseline 1.4: 1 not at all Description: Public service delivery is very conventional and	Action 1.4.1a Map innovations in the public sector				UNDP	GOP		

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)	
the perception of government's public service delivery is poor and there is little motivation or incentive to improve or recognition of innovation.					Local consultant (71300)	69,007	
<p>Target 1.4: 1-4</p> <p>Description: Government institutions show innovation and citizen-centredness in public service delivery</p>	Action 1.4.1b Design an Innovation Award/Fund aimed at prompting and helping scale out innovative solutions to improve public service delivery (initiate first round of financing in 2016)		UNDP	GOP	Local Consultant (71300)		
	Action 1.4.1c Conduct first citizens' perception survey and at least one follow-up to measure citizen's perceptions and how they change over time (and with reforms).		UNDP	GOP	Local consultant/firm (72100)	172,518	
<b>Total Output 1</b>							<b>605,884</b>
<p>Output 2</p> <p>Civil service and public administration reforms to establish distinct transparency and accountability mechanisms.</p> <p>Indicator 2.1</p> <p>The extent to which research and analysis informs the implementation of reforms</p> <p>Scale</p> <p>1. No change</p> <p>2. To a small extent</p> <p>3. To some extent</p>	Activity Result 2.1.1 Research, analysis and consensus needed to undertake reforms is completed.						

Expected Outputs	Planned Activities	Timeframe			Responsible party	Funding source	Budget description	Amount (USD)
<p>4. To a great extent Fully evident</p> <p>Baseline 2.1: 2 to a small extent Research exists, such as the NCGR report and previous Pay Commission reports, but are rarely used to inform the way of work.</p>	<p>Action 2.1.1.a Conduct 5 research studies and support work on five main themes of civil service reform: Institutional Structures (HR Manual; Digital Government strategy); Performance Management (Study on Foreign Trainings Policy); Gender mainstreaming in public sector reform; Performance Improvement Framework for MoPDR)</p>				UNDP	GOP	Local consultants (71300)	75,908
<p>Target 2.1: 4 to a great extent Description: High quality research is produced and it informs the reforms process</p>	<p>Action 2.1.1.b Training Needs Analysis (Training policy)</p>				UNDP	GOP	Local consultant/firm (72100 or 71300)	13,801 (Total budget 35,000)
<p>Indicator 2.2 Number of research and pilots that support improvement in Public Sector Delivery Scale</p>	<p>Activity Result 2.2.1 Research and pilots to support improvements in public sector service delivery.</p>				UNDP	GOP	Publishing and Printing (74210) Local consultants (71300)	27,603

Expected Outputs	Planned Activities	Timeframe			Responsible party	Funding source	Budget description	Amount (USD)
<p>1: No study 2: at least 2 studies 3: three studies 4: four studies 5: five studies</p>								
<p>Baseline 2.2: 1 No study There is a general consensus that public sector service delivery need to be improved. However, there is not much information on evidence of the type of governance reforms needed to achieve this.</p>	<p>Action 2.2.1a Studies on: Judiciary- citizen interaction at the district courts</p>				UNDP	GOP	Local consultants (71300)	41,404
<p>Target 2.2: 3 three studies Description: evidence exists on how government reforms can improve public sector service delivery in selected sections.</p>	<p>Action 2.2.1b Police-citizen interaction at the police station</p>				UNDP	GOP	Local consultants (71300)	2,760
	<p>Action 2.2.1c Improving traffic flows through traffic light management</p>				UNDP	GOP	Local consultants (71300)	6,901
	<p>Action 2.2.1d Review of tertiary level health care at ICT</p>				UNDP	GOP	Local consultants (71300)	2,760
	<p>Action 2.2.1e</p>				UNDP	GOP	Local consultants (71300)	6,901



Expected Outputs	Planned Activities	Timeframe			Responsible party	Funding source	Budget description	Amount (USD)
<p>Indicator 2.3 Reforms are guided and supported by stakeholders</p> <p>Scale 1: not at all 2: very partially 3: partially 4: largely</p> <p>Baseline 2.3: 2 very partially Description: There is general agreement that the civil service needs improvement but there is considerable skepticism about the reform effort, lack of clarity on what is to be done, and wide difference about how to go about it.</p> <p>Target 2.3: 3 partially Description: Stakeholders understand and agree to a broad range of reforms and endorse the implementation strategy (1 to 2).</p>	<p>Improving state citizen interaction for federal agencies which provide direct services</p> <p>Activity Result 2.3.1 Reforms are guided and endorsed by stakeholders and regularly reviewed at different platforms.</p>							
	<p>Action 2.3.1a Logistical support for stakeholder consultations on civil service reforms (Governance Forum, Planning Commission Reforms Team, Pay Commission, Project Review Board, Institutional Reforms Group and other stakeholder groups)</p>				UNDP	GOP	Learning Cost (75707) & Printing (74210)	47,575
<b>Total Output 2</b>								<b>225,613</b>
<p>Output 3: Multidimensional poverty including MDGs, SDGs and social development indicators institutionalized</p> <p>Note: Activities under this output are being put on hold since the new SDG project is being developed by DPU and activities will be covered under that project.</p>								

Expected Outputs	Planned Activities	Timeframe	Responsible party	Funding source	Budget description	Amount (USD)
<b>Total Output 3</b>						
Output 4: MOPDR is positioned as a model ministry driving innovation and high-performance delivery <i>Indicator 4.1</i> <i>The extent to which MOPDR leads and monitors other ministries/partners on reform and innovation</i> <i>Scale</i>	Activity Result 4.1.1 Human and institutional capacities of MOPDR developed to improve their own performance and lead change.					0.00
1. <i>No change</i> 2. <i>To a small extent</i> 3. <i>To some extent</i> 4. <i>To a great extent</i> 5. <i>Fully evident</i>						
Baseline 4.1: <i>2 to a small extent</i> Description: Insufficient human resource capacities, systems, procedures and MOPDR hamper its performance. Target 4.1: 3 to some extent Description: MOPDR is recognised as a model ministry capable of leading change (1 to 3)	Action 4.1.1a Establish a project office at MOPDR (renovation and equipment)		UNDP	GOP	Equipment & Furniture (72200)	13,801
	Action 4.1.1b Conduct a learning needs assessment of MOPDR to develop and implement a capacity development plan		UNDP	GOP	Local consultants (71300)	2,760

Expected Outputs	Planned Activities	Timeframe			Responsible party	Funding source	Budget description	Amount (USD)
	<p>Action 4.1.1c Support PIDE to design a research fund and support the first cycle of research grants</p> <p>Action 4.1.1d Provide opportunities to project team for staff learning and development</p>				UNDP	GOP	Local consultants (71300)	2,760
<p><b>Indicator 4.2</b> <i>Extent to which a positive debate and understanding on governance reforms exists</i></p> <p><b>Scale</b></p> <ol style="list-style-type: none"> <li>1. No change</li> <li>2. To a small extent</li> <li>3. To some extent</li> <li>4. To a great extent</li> <li>5. Fully evident</li> </ol>	<p><b>Activity Result 4.2.1</b> A citizen-state communications system functions to share information, receive feedback and build trust and understanding.</p>				UNDP	GOP	Training (local and international)	13,801
<p><b>Baseline</b> 4.2: 2 to a small extent</p> <p>Description: There is general support but incomplete understanding of reforms as shown through media reports and social media feedback. Target 4.2: 3 to some extent</p>	<p><b>Action 4.2.1a</b> Implement a comprehensive communications strategy including media engagement/training, media presence, social media platforms, forming influential persons' groups, and advocacy and communications products.</p>				UNDP	GOP	Local consultant (71300) Meetings (72145)	27,603 6,901

Expected Outputs	Planned Activities	Timeframe			Responsible party	Funding source	Budget description	Amount (USD)
Description: Greater understanding and support for reforms amongst the general public								
Indicator 4.3 Types of knowledge created and shared (a. participation in events, b. published research, c. news reports) and used to influence governance reforms. Scale 1: none 2: one of the three types 3: two of the three types 4: all three types 5: over and above the three types	Activity Result 4.3.1 Knowledge is created and shared supporting innovation and reforms in governance and public service delivery.							
Baseline 4.3: 3 two of the three types Description: Research is created but only has limited dissemination, use and influence on policy.	Action 4.3.1a Ensure participation of MOPDR in national and international knowledge sharing events				UNDP	GOP	Training (75705 or 63400) Local Consultant (71300)	13,801
Target 4.3: 4 all three types Description: All types of research, learning and sharing is done and used to influence policy and reforms	Action 4.3.1b Arrange events to launch reform initiatives						Training (75705)	34,505
	Action 4.3.1c				UNDP	GOP		

Expected Outputs	Planned Activities	Timeframe		Responsible party	Funding source	Budget description	Amount (USD)
	Organise international governance reform conference in Pakistan (themes, innovation, performance contracting etc)					Meetings/seminars (72145)	138,015 (part of this amount will be spent on 2015 Governance Forum)
<b>Total Output 4</b>							<b>253,947</b>
<b>TOTAL Output 1-4</b>							<b>1,085,444</b>
<b>Output 5: Project Operations and Management</b>							
Sr Hr & Procure Associate SB-3/3				UNDP	GOP	71405- Contractual Service Ind	21,000
Sr Admin & Fin Associate SB-3/3				UNDP	GOP	71405- Contractual Service Indi	21,000
Admin & Finance Assistant SB- 3/1				UNDP	GOP	71405- Contractual Service Indi	13,000
Driver SB-1/2				UNDP	GOP	71405- Contractual Service Indi	6,000
Office Assistant SB-1/2				UNDP	GOP	71405- Contractual Service Indi	6,000
Transport and fuel/ POL				UNDP	GOP	73400	5,000
Rental for the office premises				UNDP	GOP	73400-Rent	52,302
Equipment and Supplies				UNDP	GOP	72200	5,000
Vehicle				UNDP	GOP	72200	50,000
Travel				UNDP	GOP	71600	10,000

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Expected Outputs	Planned Activities	Timeframe			Responsible party	Funding source	Budget description	Amount (USD)
Communications and advocacy (Printing, Publications and dissemination)					UNDP	GOP	74525	20,572
Common Services (Security, salary survey, Email, LMS etc)					UNDP	GOP	73120	2,000
UNDP General Management Services (GMS)					UNDP	GOP	75100	38,920
Sub Total output-5								250,794
<b>Grand Total (Output 1-5)</b>								<b>1,336,238</b>

**II. Monitoring Plan 2016**  
*(Include all monitoring and evaluation activities/events*

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

Expected Results & Outputs	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
gender equality and women's empowerment								
Output 1: Performance-based management system embedded in government institutional architecture	<p><i>Indicator 1.1</i> Extent to which performance tracking mechanism is in place and functional</p> <p><i>Scale:</i> 1: not functional 2: very partially functional 3: partially functional 4: Functional</p> <p><i>Indicator 1.2</i> Extent to which resources are available and effectively deliver on performance targets</p> <p><i>Scale:</i> 0: no capacity 1: very partial capacity 2: partial capacity 3: capacity largely in place</p> <p><i>Indicator 1.3</i></p>	<p>1.1 2-very partially functional</p> <p>Description: No performance-based management system exists in government institutions. Performance reports (ACR/PERS) are used but they are not effectively tied to performance.</p> <p>1.2: 1 very partial capacity</p> <p>Description: Ministries have limited capacities in place to effectively manage performance-centred reforms</p> <p>1.3: 1: very partially</p>	<p>1.1 3: partially functional</p> <p>Description: Government institutions are regularly and effectively tracking and managing their performance</p> <p>1.2: 2 Partial capacity</p> <p>Description: Ministries are able to utilise their resources to improve performance</p> <p>1.4: perception survey</p> <p>1.3: 2 partially</p> <p>Description: Ministries use e-governance to</p>	<p>1.1 Review study/report</p> <p>1.2 Review study/report</p> <p>1.3 Review/study report</p> <p>1.4 perceptions survey</p>	Bi-Annual	Project Manager	TBD	Lack of capacity or willingness of public sector officials to adopt performance based management system



Expected Results & Outputs	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
	<p>Extent to which government applies digital/electronic measures to improve its functioning. Scale</p> <p>0: not at all 1: very partially 2: partially 3: largely</p> <p>Indicator 1.4 Extent to which institutions show innovation and citizen-centredness Scale</p> <p>1: not at all 2: Partially for I but not C 3: Partially for C but not I 4: Partially for both 5: Largely for I but not C 6: Largely for C but not I 7: Largely for both.</p>	<p>Description: Only limited digital mechanisms for government transparency, accountability and responsiveness exist such as e-filing in Establishment Division.</p>	<p>improve performance and management</p> <p>1.4: 1-4 Description: Government institutions show innovation and citizen-centredness in public service delivery</p>					

Expected Results & Outcomes (Outputs)	Indicators	Baseline	Targets	Data Collection Plan					
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions	
<p>Project Output 2: Civil service and public administration reforms aimed at establishing distinct transparency and accountability mechanisms implemented</p>	<p><i>Indicator 2.1</i> The extent to which research and analysis informs the implementation of reforms</p> <p><i>Scale</i></p> <ol style="list-style-type: none"> <li>No change</li> <li>To a small extent</li> <li>To some extent</li> <li>To a great extent</li> <li>Fully evident</li> </ol> <p><i>Indicator 2.2</i> Number of research and pilots that support improvement in Public Sector Delivery Scale</p> <ol style="list-style-type: none"> <li>No study</li> <li>at least 2 studies</li> <li>three studies</li> <li>four studies</li> <li>five studies</li> </ol> <p><i>Indicator 2.3</i> Reforms are guided and supported by stakeholders</p>	<p>2.1: 2 to a small extent Research exists, such as the NCGER report and previous Pay Commission reports, but are rarely used to inform the way of work.</p>	<p>2.1: 4 to a great extent Description: High quality research is produced and it informs the reforms process</p>	<p>2.1 Review study/report, key informant interviews</p> <p>2.2 meeting reports</p>	Bi-Annual	Project Manager	TBD	<p>Lack of cooperation on part of public sector officials to adopt civil service and public administration reform</p>	
		<p>2.2: 1 No study There is a general consensus that public sector service delivery need to be improved. However, there is not much information on evidence of the type of governance reforms needed to achieve this.</p>	<p>2.2 : 3 three studies Description: evidence exists on how government reforms can improve public sector service delivery in selected sections.</p>	<p>2.3: 2 very partially Description: There is general agreement that the civil service needs</p>	<p>2.3: 3 partially Description: Stakeholders understand and agree to</p>	Key informant interviews			

Expected Results & Outputs	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
Project Output 3: Multidimensional poverty including MDGs, SDGs and social development indicators institutionalized	Scale 1: not at all 2: very partially 3: partially 4: largely	improvement but there is considerable scepticism about the reform effort, lack of clarity on what is to be done, and wide difference about how to go about it.	a broad range of reforms and endorse the implementation strategy.					
<p><i>Note: Activities under this output are being put on hold since the new SDG project is being developed by DPU and activities will be covered under that project.</i></p>								
	Indicator 4.1	4.1: 2 to a small extent	4.1: 3 to some extent	4.1 Review			TBD	

Expected Results & Outputs	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
<p>Project Output4: MOPDR positioned as a model ministry for innovation and high-performance delivery</p>	<p>The extent to which MOPDR leads and monitors other ministries/partners on reform and innovation Scale</p> <ol style="list-style-type: none"> <li>No change</li> <li>To a small extent</li> <li>To some extent</li> <li>To a great extent</li> <li>Fully evident</li> </ol> <p>Indicator 4.2 Extent to which a positive debate and understanding on governance reforms exists Scale</p> <ol style="list-style-type: none"> <li>No change</li> <li>To a small extent</li> <li>To some extent</li> <li>To a great extent</li> <li>Fully evident</li> </ol> <p>Indicator 4.3 Types of knowledge created and shared (a. participation in events, b.</p>	<p>Description: Insufficient human resource capacities, systems, procedures and MOPDR hamper its performance.</p>	<p>Description: MOPDR is recognised as a model ministry capable of leading change</p>	<p>report, FGDs 4-2 Review report, media monitoring 4-3 Reports</p>	<p>Bi-Annual</p>	<p>Project Manager</p>		<p>Public sector officials are willing to learn and adopt international best practices</p>
		<p>4.2: 2 to a small extent Description: There is general support but incomplete understanding of reforms as shown through media reports and social media feedback.</p>	<p>4.2: 3 to some extent Greater understanding and support for reforms amongst the general public</p>					<p>4-3: 3: two of the three types Description: Research is created but only has</p> <p>4-3: 4 all three types Description: All types of research, learning and sharing is done and used</p>

Expected Results & Outcomes (Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
	<p><i>published research, c. news reports) and used to influence governance reforms.</i></p> <p>Scale</p> <p>1: none                      2: one of the three types                      3: two of the three types                      4: all three types                      5: over and above the three types</p>	<p>limited dissemination, use and influence on policy.</p>	<p>to influence policy and reforms</p>					

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Project Title: Reforms and Innovation in Government for High Performance

III. Recruitment Plan

#	Post Title	National/ International	Level of Post	Proforma Cost per Year (US\$)	Responsible party (UNDP/EAD/ IP/PMU etc)	Contract Modality (TA/FTA/SC/ NIMU/Govt)	Reporting to/ Supervisor	Duty Station	Contract Start Date	Contract End Date
1.	Adviser RBM	National	SB5/2	30,000	UNDP	SC	Reporting to NPM	Islamabad	Jan 2016	Jan 2017
2.	Finance and Admin Assistant	National	SB 3/1	13,000	UNDP	SC	Reporting to NPM	Islamabad	July 2016	Dec 2016
3.	Driver	National	SB1/2	10,000	UNDP	SC	Reporting to NPM	Islamabad	Jan 2016	Jan 2017
4.	Office Assistant	National	SB 1/2	2,000	UNDP	SC	Reporting to NPM	Islamabad	Jan 2016	Jan 2017
5.	Communications Officer	National	SB4/1	30,000	UNDP	SC	Reporting to NPM	Islamabad	July 2016	Dec 2016

## IV. Procurement Plan 2016

#	Description	Type (good, service, works)	Total Estimated Budget	Estimated Budget (\$ 2016)	Responsible party (UNDP/EAD / IP/PMU etc)	Invitation Type (EFP, RFA, ITB, etc)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
1.	LC-Performance Contracting (Act:1.1a,b,c)	service	50,000	22,000	UNDP	IC Notice	Jul 2016	Jul 2016	N/A	N/A	Aug 2016	July 2017	NPM
2	LC-11 Individuals-Lead Performance management (Act:1.1d)	Service	330,000	82,500	UNDP	IC Notice	July 2016	Aug 2016	N/A	N/A	Sep 2016	Aug 2017	NPM
3.	Firm – Training of Senior Government Officials (Act 1.2.1a)	service	150,000	50,000	UNDP	RFP	Feb 2016	April 2016	N/A	N/A	May 2016	June 2017	NPM
4.	Firm – Training of Junior Government Officials (Act 1.2.1b)	service	100,000	10,000	UNDP	RFP	June 2016	Sept 2016	N/A	N/A	Oct 2016	Sep 2017	NPM
5.	LC-Website Review/IT Related (Act 1.3.1a)	service	5,000	5000	UNDP	Direct Contracting	N/A	N/A	N/A	N/A	Jan 2016	June 2016	NPM
6.	LC-IT E-Governance (Act 1.3.1b)	Service	15,000	15,000	UNDP	IC Notice	Mar 2016	Mar 2016	N/A	N/A	Apr 2016	Apr 2016	NPM

7.	Firm-Website Development (Act 1.3.1c)	Service	50,000	25,000	UNDP	RFP	June 2016	June 2016	N/A	N/A	July 2016	Mar 2017	NPM
8.	LC- Software Development (Act 1.3.1d)	Service	4,500	4,500	UNDP	Direct Contracting	N/A	N/A	N/A	N/A	June 2016	Aug 2016	NPM
9.	LC-Innovation Mapping and Fund (Act 1.4.1a,b)	service	75,000	50,000	UNDP	IC Notice	Jan 2016	Jan 2016	N/A	N/A	Jan 2016	Oct 2016	NPM
10	LC- Change Readiness & Innovation (Act 1.4.1b)	Service	5,000	5,000	UNDP	Direct Contracting	N/A	N/A	N/A	N/A	July 2016	Sep 2016	NPM
11	Firm - Citizens Perception Survey (Act 1.4.1c)	service	500,000	125,000	UNDP	RFP	Jan 2016	Mar 2016	Mar 2016	Mar 2016	May 2016	April 2017	NPM
12	LC-Foreign Trainings Policy (Act 2.1.1a)	service	60,000	10,000	UNDP	IC Notice	July 2016	Aug 2016	N/A	N/A	Sep 2016	Feb 2017	NPM
13	LC-Digital Government Strategy (Act 2.1.1a)	service	10,000	10,000	UNDP	IC Notice	Jul 2016	July 2016	N/A	N/A	Aug 2016	Dec 2016	NPM
14	LC-Human Resource Manual (Act 2.1.1a)	Service	50,000	15,000	UNDP	IC Notice	June 2016	June 2016	N/A	N/A	July 2016	June 2017	NPM
15	LC-Gender Mainstreaming (Act 2.1.1a)	service	5,000	5,000	UNDP	Direct Contracting	N/A	N/A	N/A	N/A	Sep 2016	Nov 2016	NPM



16	LC-Performance Improvement Framework (Act 2.1.1a)	service	15,000	15,000	UNDP	Modality to be confirmed (I/C/RFP/ Mission)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Aug 2016	Dec 2016	NPM
17	Firm – TNA of Civil Service Reforms (Act2.1.1b)	service	35,000	10,000	UNDP	RFP	July 2016	Aug 2016	N/A	N/A	N/A	N/A	Aug 2016	Dec 2016	NPM	
18	Firm- Judicial Reforms Study (Act 2.2.1a)	Service	50,000	30,000	UNDP	RFP	June 2016	July 2016	N/A	N/A	N/A	N/A	Aug 2016	Jan 2017	NPM	
19	LC-Resource Mobilization & Knowledge Management Expert (Act 2.1.1c)	Service	5,000	5,000	UNDP	Direct Contracting	N/A	N/A	N/A	N/A	N/A	N/A	July 2016	Sep 2016	NPM	
20	LC-Police Citizen Interaction (Act 2.2.1b)	Service	2,000	2,000	UNDP	Direct Contracting	N/A	N/A	N/A	N/A	N/A	N/A	Sep 2016	Oct 2016	NPM	
21	LC-Traffic Management Project (Act 2.2.1c)	Service	5,000	5,000	UNDP	Direct Contracting	N/A	N/A	N/A	N/A	N/A	N/A	June 2016	Sep 2016	NPM	
22	LC- Health care at ICT (Act 2.2.1d)	Service	2,000	2,000	UNDP	Direct Contracting	N/A	N/A	N/A	N/A	N/A	N/A	Aug 2016	Dec 2016	NPM	
23	LC-State Citizen Interaction (Act 2.2.1e)	Service	5,000	5,000	UNDP	Direct Contracting	N/A	N/A	N/A	N/A	N/A	N/A	Aug 2016	Dec 2016	NPM	
24	Office Equipment and	goods	20,000	20,000	UNDP	Micro purchasing	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A



## V. Management Arrangements

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

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

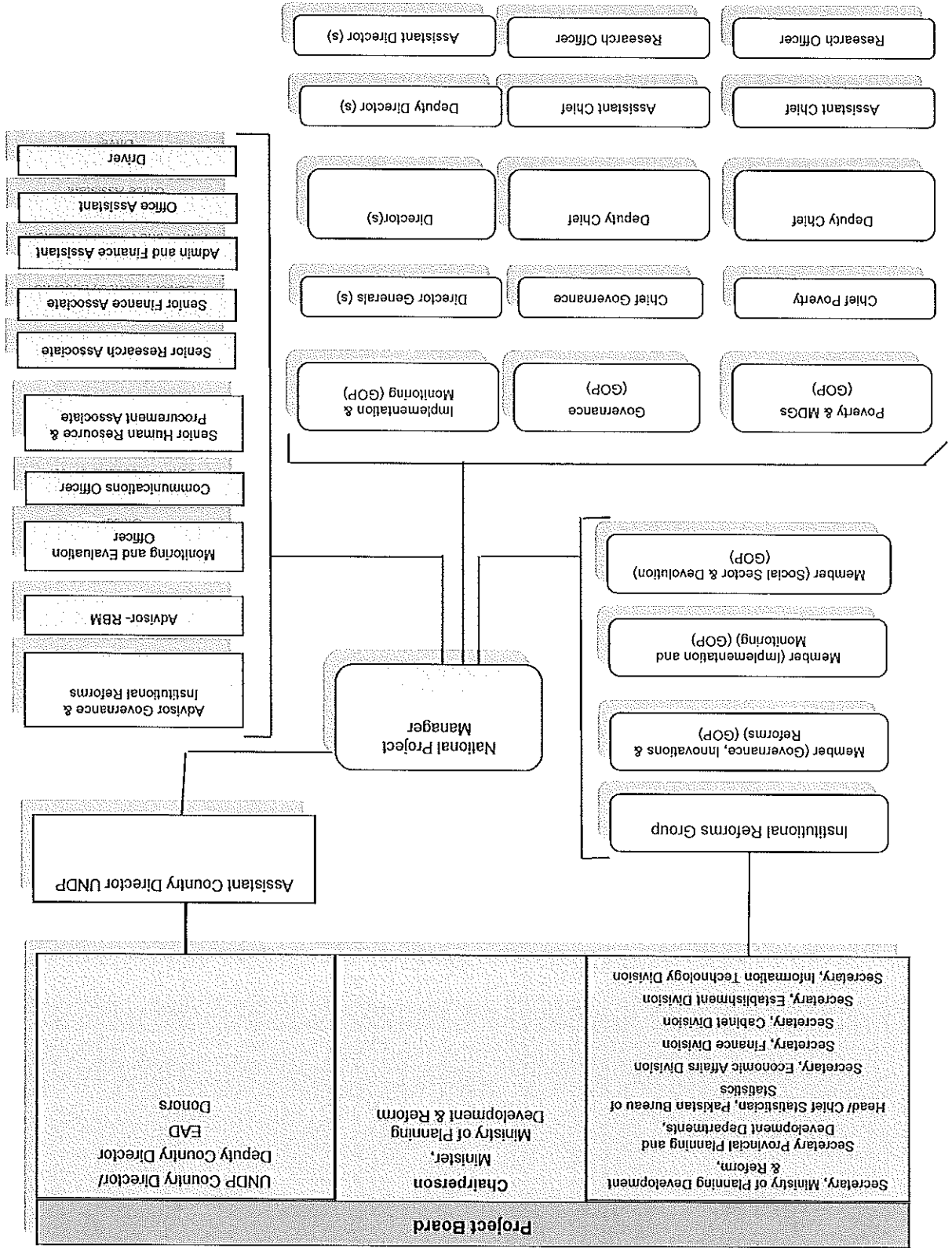
The Project Board (PB) meeting will be convened at least twice a year, at the beginning of each year to approve the annual work plan and review progress of the preceding year and a mid-year for current year progress review. Any additional meetings of the PB could be convened, if required.

**Programme Management Unit:** The PMU will have three core functions:

1. Implementation of outputs and approved in the project Annual Work plan (AWP)
2. Management and implementation of each of the project output. It will be responsible for results based management and reporting of the Programme. It will provide a clearing house mechanism for information, communication, monitoring and evaluation, and policy and action research. The PMU will coordinate with the implementing partners and consolidate the Annual Work Plan, budget and subsequent reporting and submit to the PRB for approval.
3. The PMU will serve as the secretariat to the PB and as such the convenor of the relevant stakeholders consultations.

The Programme Management Unit (PMU) is headed by a National Project Manager who is will be coordinating closely with the technical team including senior advisors (Governance Reforms, RBM) and senior officials in government including Member (Governance) MOPDR. In addition, the Project Manager is responsible for day-to-day management, monitoring and review of project activities; coordination with implementing partners and different stakeholders. The PM is supported by 2 advisers, Research Associate, Communications Officer, Finance Officer, Procurement Officer, Admin and Finance Associate, and the recruitment of the whole team is at various stages.

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



## VI. Planning, Monitoring and Reporting

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

Timeline	Activity	Primary Responsibility
30 October 2015	Submit draft Annual Work Plan 2015 and budget	Project Manager
6 December 2015	Submit draft Annual Progress Report 2015, including project contribution to outcomes, outputs, activities and financial delivery and lessons-learned to UNDP	Project Manager
13 December 2015	Approval of AWP and LOS by UNDPs	ACD UNDP and Program Officer
31 December 2015	Review and provide feedback on the project APR to NPM	ACD UNDP and Program Officer
31 January 2016	Submit final Annual Progress Report 2015 to UNDP	Project Manager
28 February 2016	Annual audit of the project	SMU-UNDP
30 April 2016	Quarterly Progress Reports, including:	Project Manager
31 July 2016	a) Report on project progress and financial delivery	
31 October 2016	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 2016	Organise Project Steering Committee (Mid-year review of project progress and, if needed, revision of the AWP)	Project Manager
30 November 2016	Organise Project Steering Committee to:	Project Manager
	a) Review of project contribution to results and financial delivery 2016;	
	b) Review and endorsement of AWP 2017	

## VII. Legal Context

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

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

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

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

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/ag\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml). This provision must be included in all sub-contacts or sub-agreements entered into under/further to this Project Document.

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

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

[UNDP] [Name of UN Agency] agrees to undertake all reasonable efforts to ensure that none of the [Project funds] [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/ag\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/ag_sanctions_list.shtml). This provision must be included in all sub-contacts or sub-agreements entered into under this Project Document.

<sup>1</sup> Use bracketed text only when IP is an NGO/IGO

<sup>2</sup> To be used where UNDP is the Implementing Partner

<sup>3</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

**ANNEXES**

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- Annex 1: Risk log matrix (An assessment of risks that may affect the project implementation and achievement of results)
- Annex 2: Letter of Service signed between UNDP and the Implementing Partner where UNDP Country Office will provide Implementation Support Services to a NIM project
- Annex 3: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- Annex 3: Cost sharing agreements signed with donors/government (if any)
- Annex 5: Project cooperation agreement signed with NGOs (if any)
- Annex 6: Agreements between the Implementing Partner and Responsible Parties (Government entities, NGOs, etc)
- Annex 7: Terms of Reference for key project personnel should be developed and attached

Project ID: 94073

Project Title: Reforms and Innovation in Government for High Performance

**OFFLINE RISK LOG**

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

Project Title: Reforms and Innovation in Government for High Performance							Project ID: 00094073		Date:	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status	
1	National and Sub National government ownership is critical for an effective project implementation	Jan 2016	Organizational Political	People and institutions are so attuned to classical systems and procedures that there has always been a natural resistance to change. A low level of acceptance and ownership may hamper the project progress P=2 I=3	Extensive consultation with government at national and provincial level for ownership and acceptance	Project Manager	Feb 2016	Feb 2016	No change	
2	Institutionalization and sustainability of interventions under the project	Jan 2016	Organizational Political	P = 4 I = 5	The project will work closely with the government structure and extensive investment in capacity building for sustainability of the project interventions/results	Project Manager	Feb 2016	Feb 2016	No change	
3	Political protest against the government may cause suspensions in project activities	Jan 2016	Political	P = 2 I = 5	Project will take appropriate steps and identify alternate means of implementation	Project Manager	Feb 2016	Feb 2016	No change	
4	International experts cannot be recruited to provide technical assistance to the project	Jan 2016	Operational Organizational	P = 3 I = 3	National experts will be recruited to ensure continuity of technical experts and HQ/ regional bureau will be contracted to send UN experts immediately.	Project Manager	Feb 2016	Feb 2016	No change	