



Annual Work Plan 2016

Project Title: Policy Support Programme

OP/Country Programme Outcome: 2.1. 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

Country Programme Output: 2.1.1) : Planning and finance institutions and women's departments at federal and provincial levels are enabled to develop comprehensive development strategies, with a focus on MDGs acceleration, inclusive growth, gender equality and women's empowerment
(Those linked to the project and extracted from the CPAP)

Project Outputs: Output 1: Support Planning, Implementing, Monitoring and Reporting for inclusive and equitable growth through improved monitoring framework and tools.
(Those that will result from the project and are taken from the Project Strategy) Output 2: Support evidence-based research, analysis and policy dialogues support national and local planning and promote human development.
 Output 3: Improved cross-practice work in key thematic areas such as attaining the SDGs, promoting a human development within UNDP and among UN System to develop synergies and provide technical expertise.

Implementing Partner: UNDP

Responsible Parties: Planning & Development Departments, Planning Commission, District Governments

Project Brief Description

Policy Support Programme (PSP) operationalizes UNDP's support to evidence based public policy formulation and advocacy as detailed in UNDP Common Country Programme Action Plan 2013-17. PSP is an implementation arm of the Development Policy Unit at UNDP Pakistan. The programme aims to influence Public Policy to address the vertical and horizontal forms of inequalities. It has two main outputs: 1: Support Planning, Implementing, Monitoring and Reporting for inclusive and equitable growth through improved monitoring framework and tools. 2: Support evidence-based research, analysis and policy dialogues support national and local planning and promote human development; 3: Improved cross-practice work in key thematic areas such as, promoting a human development within UNDP and among UN System to develop synergies and provide technical expertise. PSP will advocate for policy reforms for improved results based monitoring, evaluation and policy discourse through workshops, dialogues and roundtable discussions.

Programme Period: 2013-2017	2016 AWP budget:	\$600,000
Atlas Award ID: 00074907	Total resources required	\$600,000
Atlas Project ID: 00087069	Total allocated resources:	
Start date: October 2013	• Regular	\$600,000
End Date: 31 December 2017	• Other:	
PAC Meeting Date: 13 September 2013	○ Donor	_____
Project Board Meeting Date:	○ Donor	_____
	○ Donor	_____
	○ Government	_____
	Unfunded budget:	\$0
	In-kind Contributions	

Agreed by UNDP (CD / DCD-P):

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description
<p>Output 1: Support Planning, Implementing, Monitoring and Reporting for inclusive and equitable growth through improved monitoring framework and tools</p> <p>Indicator 1.1: Extent to which Multi-dimensional Poverty Index and the Human Development Index is effectively influencing government plans and resource allocation policies</p> <p>Scale: 1= informed national policy debate; 2= resulted in setting an agenda for change; 3= played a catalytic role that prompted a follow-up action; 4= led to a major, transformational change</p> <p>Baseline 1.1: 1. No mechanism in place</p> <p>Description: Limited information / analysis on key social indicators available at the sub-national level to inform policy and decision making</p>	<p>Activity Result 1.1.1: Promote use of Multi-dimensional Poverty Index (MPI) and Human Development Indicators (HDI) to enables policymakers to target resources and design policies more effectively.</p> <p>Action 1.1.1.a Report on MPI finalized, launched and disseminated.</p> <p>Action 1.1.1.b. Develop an online development dashboard data visualization for HDI, MPI to assess the progress and trend analysis</p> <p>Action 1.1.1.c. Report on HDI finalized, launched and disseminated.</p> <p>Action 1.1.1.d. At least two research studies conducted to undertake sub-national analysis of a particular aspect of HDI to highlight regional disparities and suggest policy options.</p>							

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description Amount
Targets 1.1: 2. Mechanism well-established, and fully operational								
Output 2: Support evidence-based research, analysis and policy dialogues support national and local planning and promote human development	Activity Result 2.1.1: Preparation and launching of Development Advocate Pakistan magazine							
Indicator 2.1. Extent to which Development Advocate Pakistan inform and influence debates on selected development issues	Action 2.1.1.a.: Selecting theme for each issue of the magazine and identifying key contributors/ experts.	x	x	x	x	UNDP		---
Scale: 1= Little evidence; 2= Moderate evidence; 3= Consistent evidence	Action 2.1.1.b.: Partnerships established/strengthened with experts, think tanks/ research institutions and media for insight and analysis on the selected DAP theme for increased outreach and impact. Writing opinion pieces.	x	x	x	x	UNDP	Travel (71600), Professional services (72100), Individual Consultancy (71300)	25,000
Baseline 2.1: 1. Little evidence Description: Limited information / analysis on key social indicators available at the sub-national level to inform policy and decision making	Action 2.1.1.c.: Preparing, printing and launching the magazine quarterly.	x	x	x	x			75,000
Targets 2.1: 2 Consistent evidence								

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description Amount
<p>Indicator 2.2. Extent to which national and sub-national youth policies / programmes are informed and benefited by UNDP's led analysis and recommendations on youth issues</p> <p>Scale: 1 = Not at all, (0%); 2 = to a very partial extent, (up to 20%); 3 = to some extent; (21-50%); 4 = to a significant extent; (51-85%); 5 = to full extent (100%)</p> <p>Baseline 2.2: 1. 3 = to some extent; (21-50%);</p> <p>Description: Limited information / analysis on key social indicators available at the sub-national level to inform policy and decision making</p> <p>Targets 2.2:4. To a significant extent; (51-85%);</p>	Activity Result 2.2.1 :Launch report, initiate advocacy, monitor impact and develop long-term follow-up/ programmes in taking forward the key recommendation of NHDR	x	x	x	x			
	Action 2.2.1.a. Report preparation including consultancies for authors, designing and printing of Report	x	x	x	x		UNDP	185,000
	Action 2.2.1.b Report launch at national and sub-national levels, including organizing a youth mela.	x	x	x	x		UNDP	15,500
	Action 2.2.1.c. Implement an advocacy strategy to promote the principal messages of the NHDR for desired development actions and policy changes (policies, planning, budget allocations, debates in parliament, media coverage, public debates)	x	x	x	x		UNDP	77,200 Travel (71600), Professional services (72100), Consultancy (71300)
	Action 2.2.1.d. Plan and carry out pre- and post-launch briefings with key policy makers and stakeholders.	x	x	x	x	UNDP	UNDP	60,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
<p>Indicator 2.3. Extent to which evidence based analysis and best practices on human development inform public policies / UNDP programming in Pakistan</p> <p>Scale: 1= Not adequately; 2= Very partially; 3= Partially; 4= Largely; 5= Fully</p> <p>Baseline 2.3:: 2= Very partially</p> <p>Description: Limited space / platforms for policy debates among diverse experts and stakeholders</p> <p>Target 2.3: 3= Largely</p>	<p>Activity Result 2.3.1: Actively functional Communities of Practice/ Advisory Committee on Inclusive and Sustainable Development (National) and Sustainable Urbanization in KP</p>								
	<p>Action 2.3.1.a. Propose government and UNDP on programming and innovative approaches such as design thinking, application of big data for development solutions by regularly holding the ACs meetings.</p>	x	x	x	x		UNDP	11,500	
	<p>Action 2.3.1.b Proactive knowledge-generation by undertaking research and analysis on selected sub-themes.</p>	x	x	x	x	UNDP	UNDP	14,000	
	<p>Action 2.3.1.c. Sharing and co-learning about related practices across government, academia, think tanks through organizing dialogues and roundtables.</p>	x	x	x	x	UNDP	UNDP	13,800	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET				
		Q 1	Q 2	Q 3	Q 4		Funding Source	Amount			
<p>Output 3: Improved cross-practice work in key thematic areas such as attaining the SDGs, promoting a human development within UNDP and among UN System to develop synergies and provide technical expertise;</p> <p>Indicators 3.1. Extent to which the cross-units project(s) support have been effective</p> <p>Scale: 1 = Not at all, (0%) (upto 20%) 3=to some extent; (21-50%) 4= to a significant extent; (51-85%) 5=to full extent (100%)</p> <p>Baseline 3.1: 2 = to a very partial extent,</p> <p>Description: Knowledge sharing is not yet fully institutionalized as a natural cross-functional and cross-practice exercise</p>	<p>Activity Result 3.1.1: At least one partnership developed with an international institution</p> <p>Action 3.1.1.a. Undertake study jointly with UNDP Global Centre for Public Service on the Motivation of Public Servants in Pakistan</p> <p>Activity Result 3.1.2: Support to other UNDP units for proposal development.</p> <p>Action 3.1.2.a: Assist Environment and Climate Change Unit with the project proposal on issues related to water.</p> <p>Action 3.1.2.b: Support Crisis Prevention and Recovery Unit with project proposal on</p>	x	x	x	x	UNDP	(To be funded from Reform and Innovation Project, Governance Unit)	0.00			
		x	x	x	x				UNDP	(To be funded by respective units)	0.00
		x	x	x	x						

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
Target3.1: 3 Completed and ready to implement	<p>economic development in KP and Balochistan.</p> <p>Action 3.1.2.c: Assist Governance Unit with the project proposal on local government and support the implementation of SDG related components of Reform and Innovation Project.</p> <p>Activity Result 3.1.3 : Contribute towards joint programme developed to provide interagency cross programming support under One UN programme II</p> <p>Action 3.3.1.a. Support national census under OP II Joint Programme undertake awareness and advocacy campaign as part of the JP for promoting active participation in census .</p>	x	x	x	x				
		x	x	x	x	UNDP		0.00	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Funding Source	Budget Description	Amount
Project Management (Operational cost)	Rent	*	*	*	*		TBD	Office rent (premises) (73400)	110,000
	Staff cost - Admin and Finance Assistant	*	*	*	*	UNDP	UNDP	Personnel Cost (71400)	13,000
								Total	600,000

II. Monitoring Plan 2016;
(Include all monitoring and evaluation activities/events
Project ID: 00087069 Project Title: Policy Support Programme

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	Risks and Assumptions
Obtained from the CPAP and project Results Frameworks)	Obtained from the CPAP and project Results Frameworks)	At the project start date	At the project end date	Specific publication, evaluation, survey, field observation, interviews, etc.	Monthly, quarterly, annually, etc.	Staff member responsible for collecting and reporting data	Estimated cost of collecting and reporting data	Any risks or assumptions concerning collection data
CPAP Outcome: 2.1. 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	Number of evidence-based policy reforms that promote exclusive economic growth							
CPAP Output: 2.1.1) : Planning and finance institutions and women's departments at federal and provincial levels are enabled to develop	Number of evidence-based policies and strategies formulated and implementation	Government's Economic Growth Framework	Provincial growth strategies					

comprehensive development strategies, with a focus on MDGs acceleration, inclusive growth, gender equality and women's empowerment	supported with federal and provincial governments;	rk highlight policy and capacity gaps that limit the achievement of inclusive growth and MDGs;	developed for each province; result-based management introduced in the Planning Commission and other line Departments		Quarterly	PA	2,000	- Availability of data on requisite indicators. - Availability of required expertise
Project Output 1: Support Planning, Implementing, Monitoring and Reporting for inclusive and equitable growth through improved monitoring framework and tools;	1.1: Extent to which Multi-dimensional Poverty Index and the Human Development Index is effectively influencing government plans and resource allocation policies.	1= No mechanism in place	2. Played a catalytic role that prompted a follow-up action;	Proceedings of the meetings, Publications, Workshop observation notes, documentation on best practices	Quarterly	PA	2,000	- Buy-in of the government officials. - Availability of required expertise and sufficient time allocation required to map
Project Output 2: Support evidence-based research, analysis and policy dialogues support national and local planning and promote human development;	2.1: Extent to which Development Advocate Pakistan inform and influence debates on selected development issues	1. Little evidence	3= Consistent evidence	- Feedback received on the quarterly publication i.e. DAP	Quarterly	PA	2,000	- Buy-in of the government officials. - Availability of required expertise and sufficient time allocation required to map

									the international knowledge with the localized context. - Availability of the baseline data
	2.2. Extent to which national and sub-national youth policies / programmes are informed and benefited by UNDP's led analysis and recommendations on youth issues	3=to some extent; (21-50%);	2. To a significant extent; (51-85%);	-Minutes of the meetings from the forum for preparation of NHDR. -Notes from the proceeding of consultation with the stakeholders	Quarterly	PA	2,000	- Availability of district / UC level baseline data - Capacity to influence government resource allocation policies	
	2.3. Extent to which evidence based analysis and best practices on human development inform public policies / UNDP programming in Pakistan	2= Very partially	3= Largely	-Proceedings of communities of practice.	Quarterly	PA	3000	- Buy-in of the government officials. - Availability of required expertise needed to understand overarching issues and to reflect international policy framework in local context.	
Project Output 3: Improved cross-practice work in key thematic areas such as attaining the SDGs, promoting	3.1. Extent to which the cross-units project(s) support have been effective	2= to a very partial extent	3= Completed and ready to		Quarterly	PA	5,000	- Resources mobilization for the new project.	

a human development within UNDP and among UN System to develop synergies and provide technical expertise		implement							
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III. Recruitment Plan 2016
(Include all the recruitments envisaged by the project in AWP 2014 - including national and international staff positions that are vacant or newly created)
Project ID: 00087069 _____ **Project Title: Policy Support Programme** _____

#	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.	No position vacant for the year 2016									

IV. Procurement Plan 2016

(Include all local and international procurements valued at or above \$ 2,500 envisaged in AWP 2014 – including goods, assets, services and works)

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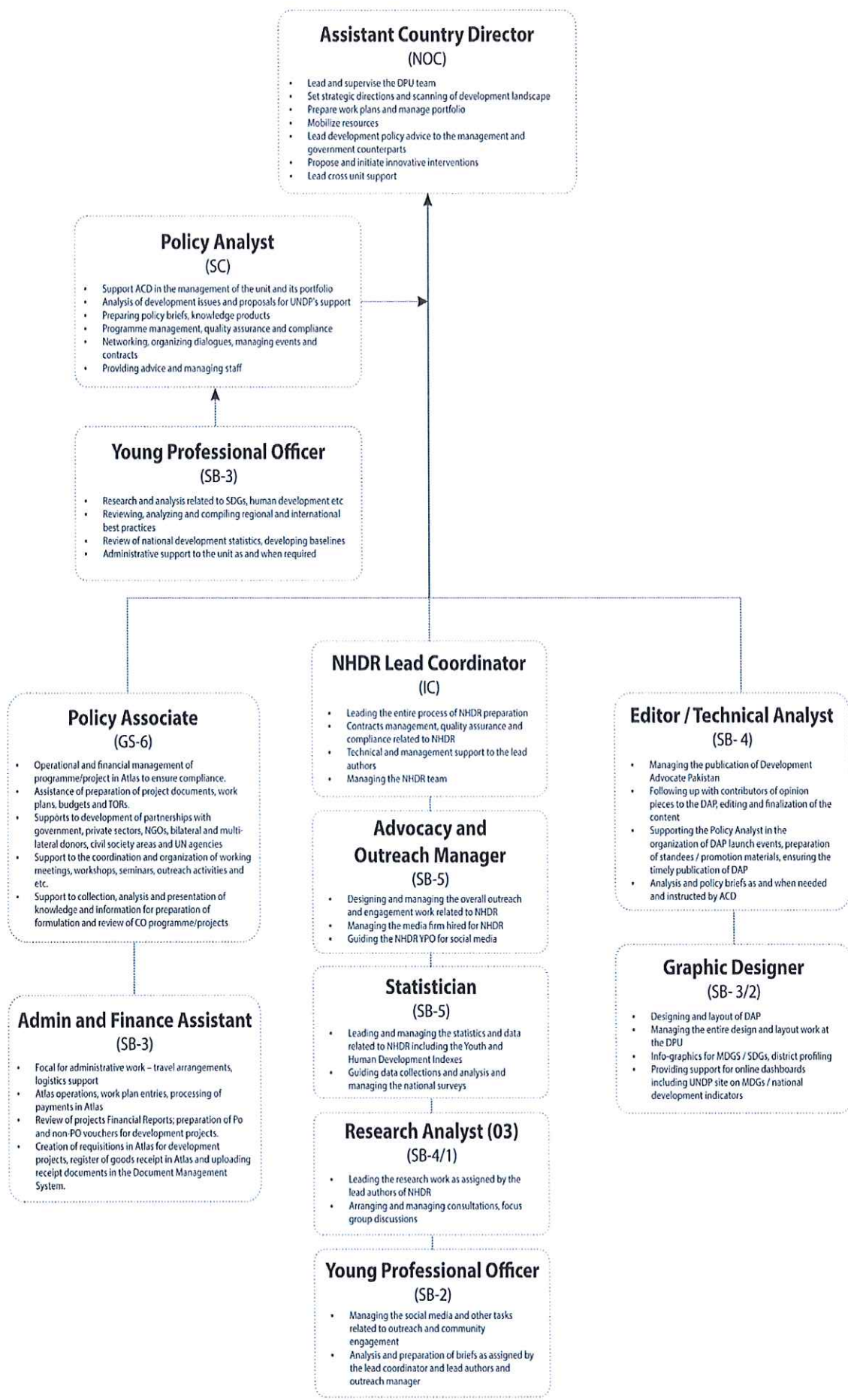
#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/EA D/ IP/PMU etc)	Invitation Type (EFP, RFA, ITB, etc)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
1.	ICs for DAP (articles and opinion pieces)	services	30,000	UNDP		quarterly		Committee Review				
2.	IC for NHDR key messages dissemination and Advocacy	services	50,000	UNDP		March 2016	March 2016	Committee Review	April 2016			

V. Management Arrangements

Explain the roles and responsibilities of the parties involved in managing the project.

Please refer to the [Project Document – Deliverable Description](#) to complete this component of the template.

Use the diagram below for the composition of the Project Board.



Assistant Country Director (NOC)

- Lead and supervise the DPU team
- Set strategic directions and scanning of development landscape
- Prepare work plans and manage portfolio
- Mobilize resources
- Lead development policy advice to the management and government counterparts
- Propose and initiate innovative interventions
- Lead cross unit support

Policy Analyst (SC)

- Support ACD in the management of the unit and its portfolio
- Analysis of development issues and proposals for UNDP's support
- Preparing policy briefs, knowledge products
- Programme management, quality assurance and compliance
- Networking, organizing dialogues, managing events and contracts
- Providing advice and managing staff

Young Professional Officer (SB-3)

- Research and analysis related to SDGs, human development etc
- Reviewing, analyzing and compiling regional and international best practices
- Review of national development statistics, developing baselines
- Administrative support to the unit as and when required

Policy Associate (GS-6)

- Operational and financial management of programme/project in Atlas to ensure compliance.
- Assistance of preparation of project documents, work plans, budgets and TORs.
- Supports to development of partnerships with government, private sectors, NGOs, bilateral and multi-lateral donors, civil society areas and UN agencies
- Support to the coordination and organization of working meetings, workshops, seminars, outreach activities and etc.
- Support to collection, analysis and presentation of knowledge and information for preparation of formulation and review of CO programme/projects

Admin and Finance Assistant (SB-3)

- Focal for administrative work – travel arrangements, logistics support
- Atlas operations, work plan entries, processing of payments in Atlas
- Review of projects Financial Reports; preparation of Po and non-PO vouchers for development projects.
- Creation of requisitions in Atlas for development projects, register of goods receipt in Atlas and uploading receipt documents in the Document Management System.

NHDR Lead Coordinator (IC)

- Leading the entire process of NHDR preparation
- Contracts management, quality assurance and compliance related to NHDR
- Technical and management support to the lead authors
- Managing the NHDR team

Advocacy and Outreach Manager (SB-5)

- Designing and managing the overall outreach and engagement work related to NHDR
- Managing the media firm hired for NHDR
- Guiding the NHDR YPO for social media

Statistician (SB-5)

- Leading and managing the statistics and data related to NHDR including the Youth and Human Development Indexes
- Guiding data collections and analysis and managing the national surveys

Research Analyst (03) (SB-4/1)

- Leading the research work as assigned by the lead authors of NHDR
- Arranging and managing consultations, focus group discussions

Young Professional Officer (SB-2)

- Managing the social media and other tasks related to outreach and community engagement
- Analysis and preparation of briefs as assigned by the lead coordinator and lead authors and outreach manager

Editor / Technical Analyst (SB-4)

- Managing the publication of Development Advocate Pakistan
- Following up with contributors of opinion pieces to the DAP, editing and finalization of the content
- Supporting the Policy Analyst in the organization of DAP launch events, preparation of standees / promotion materials, ensuring the timely publication of DAP
- Analysis and policy briefs as and when needed and instructed by ACD

Graphic Designer (SB-3/2)

- Designing and layout of DAP
- Managing the entire design and layout work at the DPU
- Info-graphics for MDGs / SDGs, district profiling
- Providing support for online dashboards including UNDP site on MDGs / national development indicators

Harmonised Approach to Cash Transfers

All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP. Cash transfers for activities detailed in AWP's can be made by UNDP using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

Following the completion of any activity, the Implementing Partner shall refund any balance of funds to UNDP, unless agreed otherwise by mutual agreement between the Implementing Partner and UNDP.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

Audit and Oversight

Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives,
2. Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired: and in consultation with the [coordinating Ministry]) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

The audits will be commissioned by UNDP and undertaken by private audit services. Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

V. Monitoring Framework And Evaluation

Please refer to the [Project Document – Deliverable Description](#) to complete this component of the template.
Suggested text to be adapted to project context

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

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 Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- 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

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may

involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VI. Planning, Monitoring and Reporting

The project will follow the following planning, monitoring and reporting cycle during the year. *As necessary, add the target dates monitoring visits, spot checks, evaluations and other missions by donors or other stakeholders.*

Timeline /Target Date	Activity	Primary Responsibility
1 November 2015	Prepare draft Annual Work Plan 2014 and budget and present at UNDP annual retreat on 4-5 November 2013	Project Manager
11 November 2015	Review of AWP for Quality assurance, alignment with CPAP and UNDP priorities, results orientation and resource availability	ACD UNDP and Program Officer
30 December 2015	Organise Project Steering Committee to: a) Review of project contribution to results and financial delivery 2013; b) Review and endorsement of AWP 2013	Project Director/ Project Manager
6 December 2015	Submit signed AWP and, where applicable in NIM projects, Letter of Service, to UNDP for final review and signature by UNDP	Project Director/ Project Manager
6 January 2016	Submit draft Annual Progress Report 2015, including project contribution to outcomes, outputs, activities and financial delivery and lessons-learned, to UNDP	Project Director/ Project Manager
13 December 2015	Approval of AWP and LOS by UNDPs	ACD UNDP and Program Officer
15 January 2016	Review and provide feedback on the project APR to NPM	ACD UNDP and Program Officer
31 January 2016	Submit final Annual Progress Report 2013 to UNDP	Project Director/ Project Manager
28 February 2016	Annual audit of the project	SMU-UNDP
30 April 2016 31 July 2016 31 October 2016	Quarterly Progress Reports, including: a) Report on project progress and financial delivery b) Update of Issue Log in Atlas (tracking and resolution of potential problems or requests for change) c) Update of Risk Log (Reviewing of external environment that may affect project implementation)	Project Manager
15 July 2016	Organise Project Steering Committee (Mid-year review of project progress and, if needed, revision of the AWP)	Project Director/ Project Manager
30 November 2016	Organise Project Steering Committee to: c) Review of project contribution to results and financial delivery 2016; d) Review and endorsement of AWP 2017	Project Director/ Project Manager

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"

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]¹ [UNDP funds received pursuant to the Project Document]² are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

¹ To be used where UNDP is the Implementing Partner

² To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

ANNEXES

- Annex 1: Risk log matrix (An assessment of risks that may affect the project implementation and achievement of results)
- Annex 2: Letter of Service signed between UNDP and the Implementing Partner where UNDP Country Office will provide Implementation Support Services to a NIM project
- Annex 3: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- Annex 4: 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

OFFLINE RISK LOG

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

Project Title: Policy Support Programme				Award ID:		Date:			
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	GoP's focus on development issues continues, no significant crisis hits the country – which could divert GoP's focus from development to humanitarian / recovery efforts	No specific date,	Natural / external	P = 3 I = 4	The project work plan will be revised to accommodate a few key policy interventions related to crisis on need basis	Project Manager			no change
2	Availability of resources/project budget – especially for long term support beyond 2014	Sep 2013	Financial-X	P = 2 I = 5	Rigorous and strategic resource mobilization campaign and relationship building.				No change
3	Publication of contentious data related to gender equality, poverty etc.	Sep 2013	Political-X Strategic-X	Ownership of Government for reports such as NMDG, and NHDR is critical. If the GoP doesn't	Close coordination and consultation with the GoP officials at each step of the process.				Resolved. The 2013 MDG report included poverty figures and information

				<p>own the statistics produced by the consultants, publication of such reports is delayed and jeopardized. P = 2 I = 4</p>	<p>Partnerships with academia / think-tanks to fill in any capacity gaps</p>	<p>Project Manager</p>	<p>22 August 2013</p>	<p>on district inequalities</p>
4	Timely availability of key staff / experts for different assignments	August 2013	Staffing	<p>P=3 I=4</p>				No change