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Quarterly Program Performance Report

July – September 2014

Assessment & Strengthening Program – RSPN

October 2014

ASP-RSPN

The Program's Quarterly Performance Report July 2014 – September 2014

October 2014

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Rural Support Programmes Network

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ACRONYMS

| | |
|-------|---|
| ADB | Asian Development Bank |
| AHAN | Aik Hunar Aik Nagar |
| AGP | Auditor General of Pakistan |
| ASP | Assessment and Strengthening Program |
| C&W | Communications and Works |
| CA | Chartered Accountant |
| CB | Capacity Building |
| CGA | Controller General of Accounts |
| CPO | Central Program Office |
| CSO | Civil Society Organization |
| DAGP | Department of Auditor General of Pakistan |
| DCoP | Deputy Chief of Party |
| E&SE | Elementary and Secondary Education |
| ERP | Enterprise Resource Planning |
| FACES | Formation Awareness & Community Empowerment Society |
| FPPRA | Federal Public Procurement Regulatory Authority |
| GB | Gilgit-Baltistan |
| GDP | Gross Domestic Product |
| GENCO | Generation Company |
| GoP | Government of Pakistan |
| HED | Higher Education Department |
| HRM | Human Resource Management |
| HSA | Health Services Academy |
| IA | Internal Audit |
| IPAF | Institutional Performance Assessment Framework |
| IR | Intermediate Result |
| IT | Information Technology |
| JDs | Job Descriptions |
| KP | Khyber Pakhtunkhwa |
| FM | Financial Management |
| LFA | Logical Framework Approach |
| LMS | Learning Management System |
| LUMS | Lahore University of Management Sciences |
| M&E | Monitoring and Evaluation |
| MD | Managing Director |
| MER | Monitoring, Evaluation and Research |
| MIS | Management Information System |

| | |
|--------|--|
| MoF | Ministry of Finance |
| MSDP | Municipal Services Delivery Program |
| NGO | Non-Government Organization |
| NPS | National Procurement Strategy |
| NRDF | National Research & Development Foundation |
| NRSP | National Rural Support Programme |
| NSPP | National School of Public Policy |
| OIG | Office of Inspector General |
| P&D | Planning and Development |
| PaRRSA | Provincial Reconstruction, Rehabilitation and Settlement Authority |
| PDMA | Provincial Disaster Management Authority |
| PFM | Public Financial Management |
| PIPS | Pakistan Institute for Parliamentary Services |
| PMP | Project Management Professional |
| PPMI | Pakistan Planning and Management Institute |
| PPO | Provincial Program Office |
| PPP | Public-Private Partnership |
| PPRA | Public Procurement Regulatory Authority |
| PVTC | Punjab Vocational Training Council |
| RSPN | Rural Support Programmes Network |
| SBDs | Standard Bidding Documents |
| SBEP | Sindh Basic Education Program |
| SMEDA | Small and Medium Enterprise Development Authority |
| SoW | Scope of Work |
| SP | Strategic Planning |
| STI | Secretariat Training Institute |
| TBD | To be decided |
| TEVTA | Technical Education and Vocational Training Authority |
| ToRs | Terms of Reference |
| ToT | Training of Trainers |
| US | United States |
| USAID | United States Agency for International Development |
| WAPDA | Water and Power Development Authority |
| WASC | WAPDA Administrative Staff College |

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1. Executive Summary

The last quarter of financial year 2013-14 has been a significant period for both ASP-RSPN as it marks the completion of 4 years of the project's life. ASP-RSPN remained continued to take forward its institutional development agenda with both public and private sector organizations. Many of the ongoing assignments were completed in the last quarter and important milestones achieved against all performance indicators.

By the end of the fourth year of program implementation, ASP-RSPN has successfully completed almost seventy (70%) percent of the awarded capacity building interventions focused on institutional weaknesses. The organizational development support extended through the program to USAID's identified strategic Pakistani institutions has largely helped in effective and transparent utilization of USAID resources.

As per the approved Work Plan, ASP-RSPN has liaised with government departments in the federal government including those located in Punjab & Sindh. Capacity building interventions were designed with NSPP, CGA, PPMI and PIPS for creating formal partnerships. However, most of the above mentioned capacity building proposals could not reach implementation stage to date as the approval of USAID authorities was not available. By the end of September 2014, only five (5) out of the targeted thirteen (13) CB plans were assigned to ASP-RSPN. The disparity between targets envisaged in the Cooperative Agreement and those actually assigned to ASP-RSPN had an adverse effect on over – all performance indicators.

The progress in the reporting quarter was significant in terms of the completed deliverables for key public sector organizations. These include WAPDA Administrative Staff College (WASC), Federal PPRA, Establishing Internal Audit system in KP and Strategic Planning exercise for KP's government departments. In addition, useful investments have been made for setting up IT systems and training of officials on the policies & procedures developed through ASP process.

ASP-RSPN in partnership with the federal PPRA developed a comprehensive Results Framework for implementation of 'Improved Procurement Governance' in Pakistan. In this connection, a workshop under the aegis of the Advisory Group on Public Procurement was organized during the quarter in Islamabad. The stakeholder's consultation workshop on Monitoring and Evaluation system of PPRA was organized on September 25, 2014. The workshop aimed to share the draft national level monitoring and evaluation framework/system with key stakeholders. Senior management from FPPRA, ADB, World Bank, USAID and all six (6) provincial/regional PPRA's attended

the workshop. The forum helped gather useful inputs from the participants which will further be used in finalization of the system.

The second progress review workshop on ‘Internal Audit reforms in KP’ was organized on September 8, 2014 at Bhurban. The focus of the follow-up workshop for internal audit (phase-II) was to review the mid-term progress of the initiatives being undertaken in the second phase of the assignment. Senior management from Finance Deptt KP, Higher Education KP, Health, C&W, Agriculture, Irrigation, Reforms Monitoring Unit, DAGP, E&SE departments attended the event.

The Program’s partnership with WASC aims to improve the development, design and delivery of its training system and capacity development of its faculty. ASP-RSPN has provided technical support for redesigning of WASC’s training programs keeping in view the current needs and future requirements of WAPDA employees. Based on this scenario, changes in the existing curriculum of training programs and new courses in the areas of financial management, procurement, HR & administration and monitoring and evaluation have been developed. The updated/newly developed curriculum has been approved and first round of training was also conducted in the reporting period.

ASP-RSPN completed the pre-award assessment exercise of Punjab Vocational Training Council (PVTC), Lahore during the current quarter. The objective of this assessment exercise was to identify the risk levels in the core governance areas of finance, human resource management, monitoring & evaluation, IT and procurement management. The final report has been shared with PVTC and USAID. A comprehensive capacity building plan has also been developed based on the gaps identified in the pre award assessment.

ASP-RSPN interventions initiated in the last quarter in Strategic Planning and Internal Audit of KP province made continued progress in the reporting quarter. One of the major milestones of the strategic planning in phase two capacity building plan was to revamp and align the strategic plans of the identified departments with the provincial Integrated Development Strategy (IDS). In the reporting quarter, draft strategic plans were revised and made in line with the Provincial Integrated Development Strategy (IDS) promulgated by provincial P&D department. The draft versions have been submitted to Higher Education Department, Social Welfare Department and the Population Welfare Department. Also, Internal Audit toolkits for three (03) departments i.e. Irrigation, Industries and Sarhad Development Authority developed have been finalized and handed over to these departments.

ASP-RSPN as part of institutional capacity building has been involved in developing and improving IT based management systems for entities. Two (02) IT based management

systems i.e. MIS for Federal PPRA and MIS for RSPN (part of the Awardees Capacity Building) have been completed successfully in the reporting quarter.

First training program in Balochistan on Provincial PPRA rules and regulation was held in Quetta. Forty four (44) officials from various government departments, including Finance, C&W, Irrigation, Agriculture and Education (44) were trained. Training on HRM was held at WASC on the revised curriculum. Twenty (20) officials of WASC were trained.

The above account of achievements by ASP-RSPN indicates that the program has shown a remarkable capability to maintain its momentum despite law and order hiccups, especially the dislocations caused by intensified political activity in Islamabad and elsewhere in the Provinces during this period.



2. Program Progress

Intermediate Result 1: Improved Management Systems implemented

This result area under the ASP's results framework covers two sub-intermediate results:

Sub-IR 1.1: Institutional capacity gaps understood by stakeholders

Sub-IR 1.2: Management systems adopted

ASP-RSPN initiated the Pre-Award assessment of PVTC Lahore during the last quarter. This assessment exercise was launched:

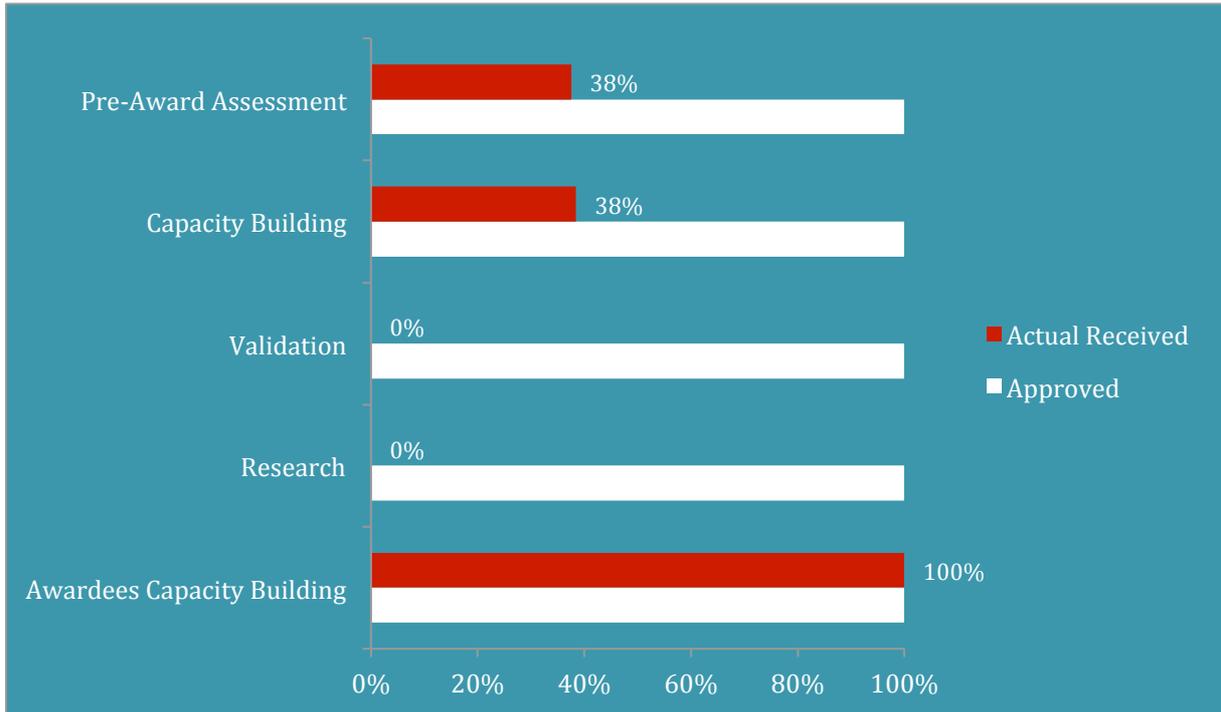
- To determine whether the government training center has adequate financial management and other operational systems in place; organizational, and management capacity to manage USAID funds in accordance with U.S. Government and USAID requirements
- To identify risks and suggest potential mitigation measures which may be incorporated into the award

The assignment has been completed and the final assessment report has been shared with PVTC and USAID.

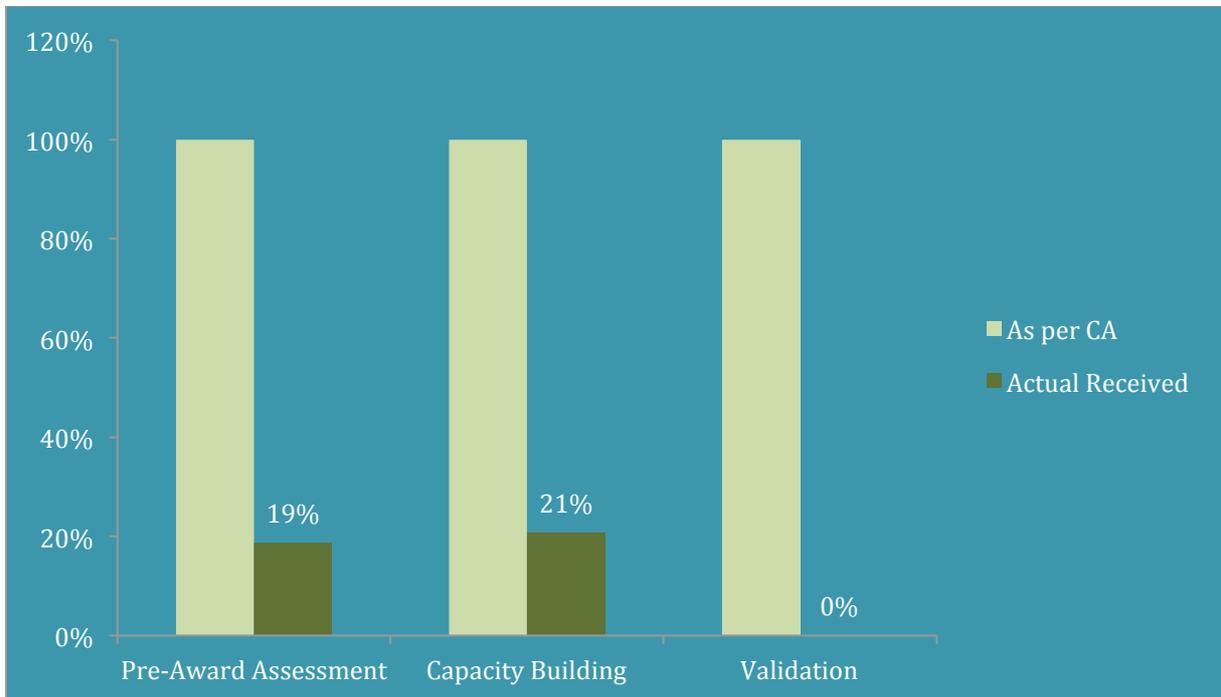
During the reporting quarter, no new Capacity Building plan was approved by USAID. However, ASP-RSPN continued with its planned interventions for the ten (10) ongoing assignments during the current quarter. Out of these one (01) assignment i.e. Technical Assistance to PaRRSA' was successfully concluded during the current reporting period.

The following graph presents a component-wise comparison of the planned activities as per approved Work Plan and actual assignments received from USAID as of September 30, 2014 for the current year:





Also, the following graph reflects the number of assignments actually given to ASP-RSPN as compared to the targets of Cooperative Agreement:



ASP-RSPN and USAID held a number of meetings on the issue of initiating new CB plans and the CB plans already shared with USAID for approval. USAID team shared its feedback on plans already shared for the capacity development of National School of



Public Policy (NSPP) and PPMI. NSPP and PPMI’s CB plan were revised and resubmitted to USAID for approval.

The following table reflects a summary of quarterly progress made and the cumulative progress for the year as of September 30, 2014 against the performance indicators at the Output-level:

IR-1: Progress on Output Indicators:

| IR/Sub-IR | Indicator | 4 th Year Target | Current Qtr. Progress | Progress till September 2014 |
|---|--|-----------------------------|-----------------------|------------------------------|
| IR-1: Improved Management Systems implemented | | | | |
| Sub-IR 1.1: Institutional Capacity gaps understood by Stakeholders | Number of organizational assessments and researches conducted | 48 | 1 | 42 |
| | Number of Pakistani organizations whose capacity needs have been established | 11 | 1 | 7 |
| Sub-IR 1.2: Management Systems adopted | Number of capacity building plans developed | 13 | 0 | 5 |
| | Number of Policies & Procedures developed | 17 | 7 | 17 |
| | Number of IT based Management Systems developed | 7 | 2 | 4 |
| | Number of new tools & techniques introduced and adopted | 85 | 31 | 84 |
| | Number of project design activities supported | 0 | -- | 0 |

Assignment-Wise Indicators details for the current period:

| Indicator | Assignment Specific Details for current quarter | Remarks and Issues |
|---|--|---|
| 1.1.1 Number of organizational assessments and researches conducted | Pre – Award Assessments of one (01) entity PVTC has been completed. | One (01) organizational assessment has been completed in the reporting quarter. Pre – Award assessment exercise of TEVTA is in progress. It is |

| Indicator | Assignment Specific Details for current quarter | Remarks and Issues |
|---|---|--|
| | <p>Validation of Health Services Academy has been completed.</p> | <p>delayed due to some operational issues at TEVTA. However, the assignment will be completed in next quarter.</p> <p>Validation report of Health Services Academy (HSA) is completed. ASP-AiD is administering the assignment.</p> |
| <p>1.1.2 Number of Pakistani organizations whose capacity needs have been established</p> | <p>PVTC: Capacity needs assessment of PVTC has been completed.</p> | <p>Capacity Needs Assessment of One (01) organization has been completed during the quarter. A detailed CB plan will be developed based upon the findings of assessment report.</p> |
| <p>1.2.1 Number of Capacity Building plans developed</p> | <p>Capacity Building plans of Four (04) entities i.e. NSPP, PPMI, Energy and Power Department KP and CGA have been developed and shared with USAID in the last quarter for approval.</p> <p>Capacity building plan of PVTC has been developed and shared in the reporting quarter for approval.</p> | <p>USAID’s approval on the CB plans of NSPP, PPMI, Energy and Power Department KP and CGA is awaited.</p> <p>No new CB plans approved by USAID during the current quarter.</p> |
| <p>1.2.2 Number of Policies and Procedures developed</p> | <p>Internal Audit KP-II Tool kits of three department’s i.e. Irrigation, Industries and Sarhad Development Authority of KP completed in this quarter.</p> <p>WASC: Curriculum development for Senior Management, Junior Management and Middle Management levels in four areas i.e. FM, HR, M&E and procurement has been completed during the reporting period.</p> <p>FPPRA: Draft report on M&E framework /system developed and submitted to FPPRA.</p> <p>Strategic Planning – KP: The draft strategic plans for HED, Social Welfare Department, and Population Welfare Department have been aligned with the provincial Integrated Development Strategy (IDS). Drafts have been further submitted to HED, Social Welfare and</p> | <p>Seven (07) new Policy documents have been completed in the current quarter i.e. for Internal Audit and WAPDA Staff College in the reporting quarter.</p> |

| Indicator | Assignment Specific Details for current quarter | Remarks and Issues |
|---|--|--|
| | population department. | |
| 1.2.3 Number of IT based management systems developed | <p>FPPRA: MIS having FM, HR & Procurement M&E modules successfully completed in the reporting quarter.</p> <p>RSPN: MIS for managing RSPN's Work Planning and M&E related functions has been completed and successfully deployed on RSPN's local server.</p> | <p>Two (02) new IT based management systems have been completed successfully in the reporting quarter.</p> |
| 1.2.4 Number of new tools and techniques introduced and adopted | <p>Internal Audit KP (Phase-II) <i>Irrigation Department:</i> Audit Programs, Risk assessment templates, Audit planning templates, Process documentation framework, Audit report formats</p> <p><i>Industries Department:</i> Audit Programs, Risk assessment templates, Audit planning templates, Process documentation framework, Audit report formats</p> <p><i>Sarhad Development Authority:</i> Audit Programs, Risk assessment templates, Audit planning templates, Process documentation framework, Audit report formats</p> <p>WASC: <i>Curriculum Review FM:</i> Tariff setting guidance, pricing decisions and power sector regulatory framework, financial forecasting, capital budgeting and investment appraisal</p> <p><i>Curriculum Review PM:</i> Procurement Reporting, Procurement methods, Supply Market Analysis, Contract management</p> <p><i>Curriculum Review M&E:</i> Logical Framework Analysis, Developing smart Indicators, Earned Value Analysis, Result Based Management</p> | <p>In total thirty one (31) new tools and techniques introduced through development of Tool kits of Internal Audit KP and Curriculum development for WAPDA Administrative Staff College in the reporting quarter.</p> |
| 1.2.5 Number of project design activities supported | No new project design planned during the current year. | |

Intermediate Result 2: Human Resources enabled for enhanced performance

The second Intermediate Result of ASP’s Results Framework focuses on enhancing the on-job performance of individuals. The interventions for this result area are targeted at two levels:

- Enhancing the knowledge and skills of individuals through training
- Supporting the application of acquired skills through on-the-job technical assistance

Under the Capacity building of WASC, ASP-RSPN developed the curriculum in operational areas of financial management, monitoring & evaluation, human resource management and procurement management. The plan also incorporates training on the new curriculum. The first training in this regard was held in September 2014. A total of twenty (20) WAPDA employees participated in the Human Resource Management training. The adoption of new curriculum by WASC is a significant achievement of the reporting period.

On August 11-12, 2014, the first training of a series of ten (10) trainings was conducted on Balochistan Public Procurement Rules 2014. The training was organized for the Public Sector officials from different departments in collaboration with Balochistan PPRRA. Forty four (44) participants from various departments including BPPRA, Finance, C&W, Agriculture, Irrigation, Education, Health, Police, PHE department attended the training workshop. Salient features of BPPRA Act 2009, current procurement practices and its implications, implementation/operations of BPPRA Rules 2104 were covered in detail during the sessions. The participants agreed that establishment of Authority and promulgating BPPR 2014 would promote transparency, accountability and effectiveness in management of public procurement and in usage of public money.

The following table reflects a summary of quarterly progress made and the cumulative progress for the year as of September 30, 2014 against the performance indicators at the Output-level:

IR-2: Progress on Output Indicators

| IR/Sub-IR | Indicator | 4 th Year Target | Current Qtr. Progress | Progress till September 2014 |
|---|-----------|-----------------------------|-----------------------|------------------------------|
| IR-2: Human Resources enabled for enhanced performance | | | | |

| IR/Sub-IR | Indicator | 4 th Year Target | Current Qtr. Progress | Progress till September 2014 |
|---|--|-----------------------------|-----------------------|------------------------------|
| Sub-IR 2.1: Knowledge and skills of human resources enhanced | Number of training programs developed | 13 | 0 | 10 |
| | Number of individuals who benefited from training | 134 | 64 | 176 |
| | Number of trainings conducted | 13 | 2 | 7 |
| -Sub-IR 2.2: Application of knowledge and skills supported | Number of individuals who receive on-the-job assistance, refreshers and coaching | 18 | -- | -- |
| | Number of consultants provided for short-term technical assistance | 48 | 16 | 40 |

Assignment-Wise Indicators details for the current period:

| Indicator | Assignment Specific Details for current quarter | Remarks and Issues |
|--|--|---|
| 2.1.1 Number of training programs developed | Nil. No new training programs developed. | FPPRA Training of Trainers (ToT) is planned to build capacity of officials from FPPRA, SPPRA and KPPRA at LUMS in the next quarter. |
| 2.1.2 Number of individuals who benefited from training | Officials from Public sector departments i.e. Finance, C&W, Irrigation, Agriculture, Education etc. (44) were trained on Procurement Rules, during the quarter. Officials of WAPDA (20) were trained on the revised curriculum. | Sixty Four (64) individuals trained during the reporting period. |
| 2.1.3 Number of trainings conducted | BPPRA: Training on Balochistan Public Procurement Rules conducted during the quarter. WASC: Training on HR revised Curriculum conducted. | Two (02) trainings conducted during the quarter. |
| 2.2.1 Number of individuals who receive on-the-job assistance, refreshers and coaching | Nil. No new individuals were taken up. | On-the-job assistance completed for SBEP during the reporting quarter |
| 2.2.2 Number of consultants provided for short term technical | MSP - Sindh: 02, SP-KP: 01, Gomal Zam: 5, BPPRA: 01, FPPRA: 01, IA-KP: 06 | Sixteen (16) new consultants/experts hired for: M&E and FM assistance in MSP |

| Indicator | Assignment Specific Details for current quarter | Remarks and Issues |
|------------|---|--|
| assistance | | Sindh; Strategic planning in KP; HR, FM, M&E, Grants and Admin Management expert for Gomal Zam; Procurement management expert in BPPRA; Monitoring and Evaluation expert in FPPRA and Experts for Internal Audit KP. |



Intermediate Result 3: Improved PFM Policies and Procedures

ASP's third long-term result i.e. IR-3 captures strategic level interventions and activities aimed at improving rules, regulations and facilitating adoption of policy level reforms. The "Strategic Interventions" of program's capacity building component as well as "recommendations, updated procedures, policy level changes etc." shared with GoP as a result of ASP's research interventions contribute in achieving this result of the ASP's Results Framework. One new research assignment was approved for current year by USAID. ASP-RSPN has already shared a number of research topics along with Concept Notes with USAID for final approval. Keeping in view the scope of Cooperative Agreement, following mentioned areas were proposed to USAID:

- Public-Private Partnerships in the social sector of Pakistan
- Study on linkage of Donor Funded projects to the new accounting system (PIFRA)

During the current reporting period no progress in the area was possible as no research topic was approved or assigned to ASP-RSPN.

The following table reflects a summary of quarterly progress made and the cumulative progress for the year as of September 30, 2014 against the performance indicators at the Output-level:

IR-3: Progress on Output Indicators

| IR/Sub-IR | Indicator | 4 th Year Target | Current Qtr. Progress | Progress till September 2014 |
|---|--|-----------------------------|-----------------------|------------------------------|
| IR-3: Improved PFM Policies and Procedures | | | | |
| Sub-IR 3.1: Policy recommendations advocated | Number of research studies conducted | 1 | -- | -- |
| | Number of reforms/ recommendations developed | TBD | -- | -- |
| | Number of policy advocacy activities carried out | 7 | 2 | 6 |
| | Number of policy level institutions receiving policy reform recommendations or attending advocacy events | 13 | 2 | 14 |

Assignment-Wise Indicators details for the current period:

| Indicator | Assignment Specific Details | Remarks and Issues |
|--|---|---|
| 3.1.1 Number of research studies conducted | Nil | No new topics assigned by USAID |
| 3.1.2 Number of reforms/recommendations developed | TBD | |
| 3.1.3 Number of Policy Advocacy activities carried out | <p>FPPRA: A stakeholder's workshop on M&E framework / system was conducted in the reporting quarter.</p> <p>Internal Audit (Phase-II): A workshop on internal audit mid-term progress review held in the reporting quarter.</p> | <p>Two (02) Policy Advocacy events have been carried out in this quarter.</p> <p>Provincial advocacy workshop planned in coming quarter.</p> |
| 3.1.4 Number of policy level institutions receiving policy reform recommendations or attending advocacy events | <p>Officials from FPPRA, ADB, World bank, Finance Deptt, USAID and provincial/regional PPRA's attended the M&E workshop at Islamabad.</p> <p>Officials from Finance Deptt KP, Higher Education, Health, C&W, Agriculture, Irrigation, Reform Monitoring Unit, DAGP, E&SE departments attended the "Workshop on Internal Audit" mid-term progress review in the reporting quarter.</p> | Total of two (02) 'new' policy level institutions attended ASP-RSPN's advocacy events. |

SUCCESS STORY: Harmonizing Policies & Procedures in Public Procurement – A Successful Model in the Making

Pakistan's public procurement system has come a long way in bringing wide-ranging reforms undertaken at federal and provincial levels. The federal government and all four provincial governments now have improved public procurement regulatory infrastructure moving on a positive trajectory to ensure higher standards of public procurement. In order to achieve the desired outcomes of procurement reforms – ASP-RSPN is working with all PPRA's to increase transparency, better financial accountability, reduced corruption, greater competition and higher citizens' satisfaction.

ASP-RSPN's collaborative partnership with PPRA's is meant to deepen the ongoing reform process and further strengthen public procurement systems through a series of second-generation reforms. The main focus of these reforms is on strengthening the legal framework, policy advocacy, institutional capacity building, and the development and improvement of policies, procedures and management systems. Keeping in mind the federal structure of the country, harmonization in rules, procedures and practices between Centre and Provinces becomes critical. The **Formation of the Advisory Group on Public Procurement (AGPP)** was one such meaningful breakthrough. Working under the aegis of the PPRA, AGPP is a voluntary association of all procurement regulatory authorities in the country. Formation of the AGPP is recognized as a milestone in harmonization of different procurement regimes in the country and developing a common vision.

ASP-RSPN has been instrumental in introducing two landmark reforms: LMS and ERP. By using LMS PPRA's can take training of procurement officials to a new scale whereas ERP has the potential to fundamentally change the way business is run by public procurement regulatory authorities. Adoption of these reform measures will go a long way in improving the public procurement regulatory regime in the country.

This has proved to be a great success to date in terms of collective discussion and decision-making in National Procurement Strategy, M&E framework for public procurement and cross learning.

As an essential component of the Strategy, ASP-RSPN support in the **Development and implementation of a Learning Management System** is another milestone achieved. LMS is a customized web-based system for online training for officials of procuring agencies through lecture videos, hand-outs, power point presentations, quizzes, assignments, and online evaluation/tests etc. LMS supplements the in-house capacity to expand the coverage of procuring agencies for training purposes at federal and provincial level.

Similarly, the harmonization in policies and procedures has been aided through the **Development of System Documents**: ASP-RSPN's support in developing, updating

and consolidating system documents including standard bidding documents (for goods, works and services) has assisted various PPRAs in upgrading and improving the Public Procurement Rules to bring them in line with the international best practices and also for creating inter provincial harmonization in policies.

Procurement reform is a long – term process and there are many obstacles along the way. Establishing the legal framework and the regulatory institutions are the first step in this journey. Enforcing compliance with the law and building capacity of the regulatory authorities to deliver are the over-riding objectives. ASP-RSPN's well – considered collaborative partnership with all the Procurement Regulatory Bodies in the country provides the foundations of a success story that is picking up pace in the proper direction.



3. Project Implementation

Role of Central Program Office & Provincial Program Offices

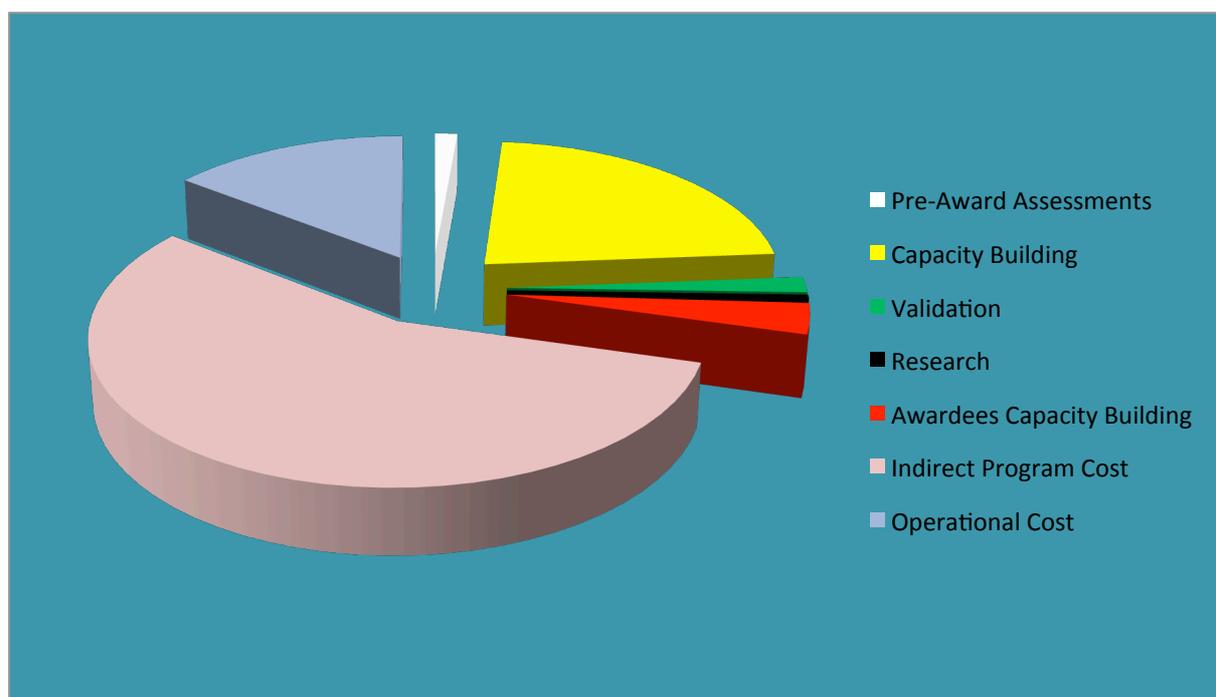
ASP has a Central Project Office (CPO) based in Islamabad and four Provincial Project Offices (PPOs) in Lahore, Karachi, Quetta and Peshawar. The role of the CPO is to implement five components of the program and provide strategic guidance, technical back-stopping, financial management, contract management and donor coordination. The provincial units are responsible for coordination, monitoring and implementation of activities at the provincial level. During the reporting quarter, the CPO and PPOs remained fully functional as per their mandates.

Like the Central Program Office (CPO) at the federal level, the PPOs also have an important role as being the field face of ASP-RSPN at the provincial level and act as catalyst in smooth implementation of activities. The PPOs perform varied functions, including but not limited to participation in strategic meetings, finalization of planned deliverables by consultants/firms, arrangement and participation in discussions/meetings with the institutions; gathering departments' policies/procedures documents, identification of potential expert human resource and facilitation to ASP-LUMS in getting nominations from the provincial departments.

During the last quarter, all PPOs remained actively involved in direct execution of activities at the provincial level. Despite some administrative loopholes, the PPO in Khyber Pakhtunkhwa and Sindh ensured their continuous presence during on-the-job technical assistance phase in PaRRSA, Strategic Planning, Internal Audit (KP) and SBEP (Sindh). Likewise, provincial office in Punjab is managing the capacity building interventions of AHAN and Pre-Award of PVTC. The office continued its engagement with government functionaries and other organizations to build a positive image of the project. The PPO in Balochistan remained involved in seeking nominations from provincial departments for training at LUMS and responding to requests from CPO on capacity building related requirements. Capacity Building of Balochistan PPRA is also being managed by the provincial team. PPOs also remained involved in the Validation exercise of NGOs funded by Small Grants and Ambassador Funds Program.

4. Financial Progress for the period July to September 2014

The following graph reflects an overview of the expenditures (in US Dollars) against the Program Components/Sectors during the 4th quarter of Year-4 (Jul 2014 – Sep 2014). An expenditure of US \$ 716,960 was made against the ongoing activities during the quarter.



The month-wise detailed financial report reflecting the expenditure in US Dollars is shown below:

| Budget Heads | Expenditure in USD | | | |
|----------------------------|--------------------|----------------|----------------|----------------|
| | Jul-14 | Aug-14 | Sep-14 | Qtr.4 Total |
| Pre-Award Assessments | - | - | 9,814 | 9,814 |
| Capacity Building | 35,228 | 49,746 | 75,545 | 160,519 |
| Validation | 3,187 | - | 9,234 | 12,421 |
| Research | - | - | 3,091 | 3,091 |
| Awardees Capacity Building | 7,022 | - | 17,916 | 24,938 |
| Indirect Program Cost | 119,067 | 140,510 | 142,740 | 402,316 |
| Operational Cost | 41,215 | 24,889 | 37,756 | 103,860 |
| GRAND TOTAL | 205,719 | 215,145 | 296,096 | 716,960 |

Annex – I: Component Wise details of assignments as of September 30, 2014

| S. # | Name of Assignment/Institution | Status |
|--------------------------|--|-----------|
| Assessments | | |
| 1 | 83 Assessments under Third Party Validation of CDCP | Completed |
| 2 | Pre-Award Assessment of NESPAK | Completed |
| 3 | Pre-Award Assessment of National Highway Authority | Completed |
| 4 | Pre-Award Assessment of Abacus Consulting Pvt. Ltd. | Completed |
| 5 | Pre-Award Assessment of Halcrow Pvt. Ltd. | Completed |
| 6 | Pre-Award Assessment of National Development Consultants Pvt. Ltd. | Completed |
| 7 | Pre-Award Assessment of A.A. Associates Pvt. Ltd. | Completed |
| 8 | Pre-Award Assessment of Echo West Consulting Pvt. Ltd. | Completed |
| 9 | Pre-Award Assessment of Qavi Engineering Pvt. Ltd. | Completed |
| 10 | Pre-Award Assessment of EA Consulting Pvt. Ltd. | Completed |
| 11 | Pre-Award Assessment of Matracon Pvt. Ltd. | Completed |
| 12 | Pre-Award Assessment of Izhar Construction Pvt. Ltd. | Completed |
| 13 | Pre-Award Assessment of Marie Stopes Society | Completed |
| 14 | Mehran University of Science & Technology Jamshoro | Completed |
| 15 | Agriculture University Faisalabad | Completed |
| 16 | Punjab Vocational Training Council, Lahore | Completed |
| 17 | Technical Education & Vocational Training Authority, Peshawar | On Going |
| Capacity Building | | |
| 1 | Pre-Obligation/Project design support to MSDP Sindh | Completed |
| 2 | Pre-Obligation/Project design support to SBEP | Completed |
| 3 | Project design support to Agriculture dept KP; Command Area Development Program of Gomal Zam Dam | Completed |
| 4 | Project design support to Health dept Sindh; JIMS | Completed |
| 5 | Higher Education Commission | Completed |

| S. # | Name of Assignment/Institution | Status |
|-------------------|--|-----------|
| 6 | Health Services Academy | Completed |
| 7 | Phase-I of Capacity Building support to PaRRSA | Completed |
| 8 | Strategic Planning in 6 departments of KP | Completed |
| 9 | Small and Medium Enterprise Development Authority | Completed |
| 10 | KP Public Procurement Regulatory Authority | Completed |
| 11 | Internal Audit in KP | Completed |
| 12 | Sindh Public Procurement Regulatory Authority | Completed |
| 13 | Secretariat Training Institute | Completed |
| 14 | Balochistan Public Procurement Regulatory Authority | On Going |
| 15 | Federal Public Procurement regulatory Authority | On Going |
| 16 | Department of Auditor General of Pakistan | Completed |
| 17 | Aik Hunar Aik Nagar | On Going |
| 18 | WAPDA Administrative Staff College | On Going |
| 19 | Phase-II of Capacity Building support to PaRRSA | Completed |
| 20 | Phase-II CB Plan of Internal Audit in KP | On Going |
| 21 | Phase-II CB Plan of Strategic Planning in KP | On Going |
| 22 | CB support to Agriculture department KP for PMU of Command Area Development of Gomal Zam Dam Project | On Going |
| 23 | CB support to MSP Sindh Program (Phase-II) in Internal Audit | On Going |
| Validation | | |
| 1 | Trust for Democratic Education and Accountability | Completed |
| 2 | Abacus Consulting Pvt. Ltd. | Completed |
| 3 | Municipal Services Program, KP | Completed |
| 4 | Three (3) Power Generation Companies (GENCOs) | Completed |
| 5 | 36 Small Grants and Ambassador Fund Program NGOs | Completed |
| Research | | |
| 1 | Assignment Account/Revolving Funds Account | Completed |
| 2 | Planning Process in GoP sector | Completed |

| S. # | Name of Assignment/Institution | Status |
|-----------------------------------|---|-----------|
| 3 | Project Management Unit's approach | Completed |
| 4 | Institutional Performance Assessment Framework/PFM Assessment Framework | Completed |
| Awardees Capacity Building | | |
| 1 | General Training Component | Completed |
| 2 | Development of Policies & Procedures for RSPN and NRSP | Completed |
| 3 | IT Infrastructure development for NRSP | Completed |
| 4 | SAP B-1 implementation for ASP-RSPN | Completed |
| 5 | Software for ASP-RSPN | Completed |
| 6 | Capacity Building plan for RSPN | On Going |

DISCLAIMER

“The report is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents are the sole responsibility of ASP-RSPN and do not necessarily reflect the views of the USAID or United States Government.”