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Quarterly Program Performance Report

October – December 2014

Assessment & Strengthening Program – RSPN

January 2015

ASP-RSPN

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December 2014

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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

ASP-RSPN is now in the fifth year of its project life. It has continued its institutional development activities in both public and private sector organisations. Many of the ongoing capacity building assignments have successfully completed 80% of planned targets at the end of the first quarter of the year. ASP-RSPN also continued its efforts to engage key public sector organizations at the federal and provincial level for effective implementation of the program.

As per the approved Work Plan for the fifth year, ASP-RSPN has completed one Pre-award assessment of Technical Education and Vocational Training Authority (TEVTA) KP out of targeted five (05) for the year. No new validation has been approved by USAID against the assigned target of forty (40) for the current year. Validation exercise of SMEDA has been initiated by ASP-AiD during the quarter. Only one capacity building of Punjab Vocational Training Council (PVTTC) has been approved by USAID in the reporting period.

Substantial progress has been achieved in terms of completed deliverables for the public sector organizations. These include establishing and extending Internal Audit system in KP, development of M&E framework at FPPRA, Strategic Planning exercise for more of KP's government departments; and policies and procedure manuals on Grants Management and M&E for RSPN. In addition, an integrated Enterprise Resource Planning (ERP) system for AHAN has been successfully deployed. The development phase of BPPRA website has been completed, Like other provinces, the procurement regulatory regime in Balochistan would now be able to actively manage the procurement process through an on-line system which is also mandatory under the newly approved provincial procurement rules. The website is also linked with authority's MIS which is in the final stages of development and will be used by all provincial procuring agencies/government departments for uploading Procurement Plans, Tenders, Evaluation reports and payments related data.

ASP-RSPN's continuous focus on procurement reforms in Pakistan acted as a driving force behind the notification of Balochistan Public Procurement Rules 2014. These rules, developed by ASP-RSPN for Balochistan PPRA, have been officially notified by the government of Balochistan in December 2014. The rules will be applicable to all public procurements in the province with immediate effect. Three trainings (03) were also conducted in collaboration with BPPRA on the rules and usage of MIS for uploading procurements related online data. First training was held on December 4-5, 2014 in Quetta in which thirty (30) public sector procurement officials from i.e. Health, Finance,

C&W, Irrigation, Agriculture, and Education department were trained. The second training was organized on December 17-19 2014 in Gawadar. A total of forty two (42) officials from Finance, Public Health Engineering, Health, C&W, Irrigation, Agriculture, and Education were trained. A dedicated training on the BPPRA website/MIS was organized in Quetta for all District IT Officers. These IT officers based in each district will facilitate the procuring officials in using the MIS and will act as Master Trainers for uploading provincial procurements data in the MIS. Thus, a vigorous and impressive training in the procurement regime is being implemented at ASP-RSPN in Balochistan. At the federal level, ASP and Federal PPRA convened the third meeting of the Advisory Group on Public Procurement to finalize the Public Procurement M&E Framework. All provincial PPRAs, other donor agencies and USAID participated in the meeting.

ASP-RSPN with the provincial government of Khyber Pakhtunkhwa aims to extend strategic reform interventions in partnership with finance department of GoKP in institutionalizing the Internal Audit system in key government departments. In this connection, three workshops were organized for Agriculture, Higher Education and Elementary and Secondary education department in the reporting quarter. The workshops aimed to brief and orient the senior management of departments on the internal audit tool kits and detailed process documentation. The workshops helped the senior management in comprehending usefulness of internal audit function and operationalization of internal audit system in the respective departments.

ASP-RSPN interventions initiated in the last quarter in Strategic Planning made progress with the revision and thereby finalization of the three (03) strategic plans i.e. for Higher Education, Social Welfare and Population Welfare departments. These departmental strategic plans are now developed in sync with the overall Provincial Integrated Development Strategy (IDS) promulgated by provincial P&D department. The draft version of Strategic Plan for Public Health department has been developed and is under review by department. In addition to a high level Steering Committee, a Pre-Budget Review Committee headed by the Chief Economist Planning & Development department with Additional Secretary Budget and a representative of the concerned department has been formed to ensure that departmental budget is in line with the strategic plan for the concerned department. The provincial government's commitment to reform in these areas of governance continues to be commendable.

ASP's capacity building support to WASC aims to augment the development, design and delivery of its training system and capacity development of its faculty. After revision of the existing curriculum, training plan has been developed on financial management, Human resource, procurement and monitoring & evaluation system. Hence, the first training on revised curriculum for financial management was conducted in October 2014.

A total of twenty five (25) officials were trained on the revised curriculum in the reporting quarter.

Under the Awardees Capacity Building, three (03) trainings held on RSPN's Grants Management, Monitoring & Evaluation manuals and MIS. Senior and mid level management from NRSP, RSPN and ASP-RSPN participated in the trainings. Forty six (46) officials on Grants Management manual, thirty five (35) officials on M&E and thirty five (35) officials on IT were trained in these training sessions.

The Advocacy folder prepared by ASP-RSPN has received acclaim for its reform agenda by many key government functionaries. A lot of interest has been generated across Departments and Provinces for the ASP-RSPN reform agenda.



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

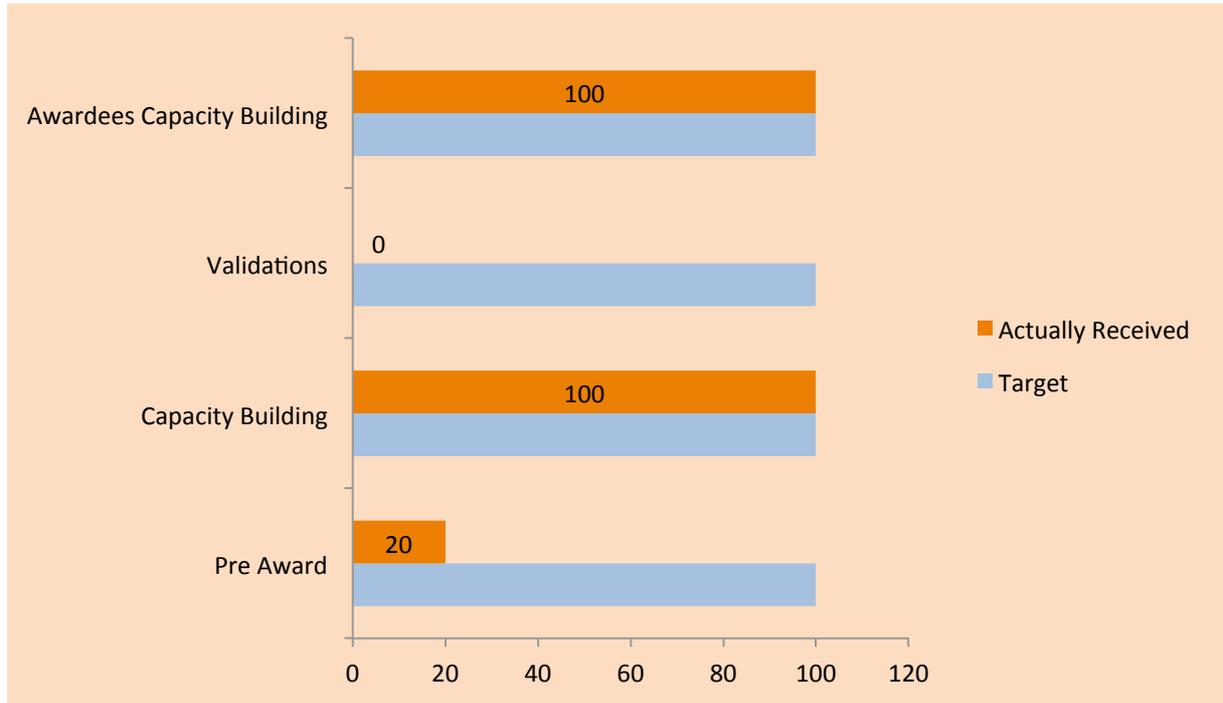
ASP-RSPN completed the Pre-Award assessment of TEVTA Peshawar during the reporting quarter. This assessment exercise was launched:

- 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

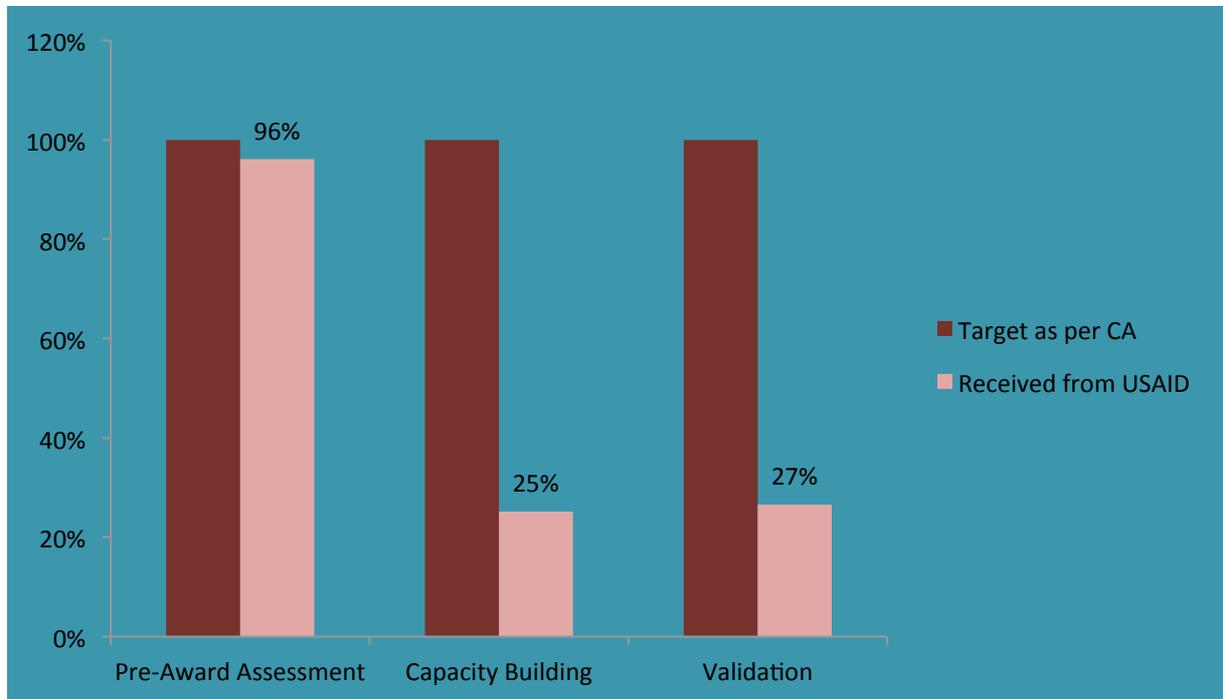
During the reporting quarter, one new Capacity Building plan was approved by USAID. However, ASP-RSPN continued with its planned interventions for twelve (12) ongoing assignments during the current quarter. ASP-RSPN also resubmitted the capacity building plans of NSPP/CSA and Pakistan Planning & Management Institute (PPMI) to USAID for approval.

Capacity Building assignment of AHAN was successfully completed during the current reporting period. The last activity of 'Developing an integrated ERP' was concluded by deploying the final version of all modules on AHAN's local server. The software has been developed using "Open Source" technology making it easier to update the ERP without any licensing cost implications on the organization. The post-implementation maintenance phase of the activity is initiated for support to AHAN in case of any errors/bugs, reporting requirements etc.

The following graph presents a component-wise comparison of the planned activities as per approved Work Plan and actual assignments received from USAID in percentage form as of December 31, 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 in percentage:



The following table reflects a summary of quarterly progress made and the cumulative progress for the year as of December 31, 2014 against the performance indicators at the Output-level:



IR-1: Progress on Output Indicators:

IR/Sub-IR	Indicator	5 th Year Target	Current Qtr. Progress	Progress till December 2014
IR-1: Improved Management Systems implemented				
Sub-IR 1.1: Institutional Capacity gaps understood by Stakeholders	Number of organizational assessments and researches conducted	45	1	1
	Number of Pakistani organizations whose capacity needs have been established	6	1	1
Sub-IR 1.2: Management Systems adopted	Number of capacity building plans developed	1	1	1
	Number of Policies & Procedures developed	48	18	18
	Number of IT based Management Systems developed	3	1	1
	Number of new tools & techniques introduced and adopted	243	80	80
	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 TEVTA has been completed.	One (01) organizational assessment has been completed in the reporting quarter. Validation exercise of SMEDA is in process. It is being conducted by ASP-AiD.
1.1.2 Number of Pakistani organizations whose capacity needs have been established	TEVTA: Capacity needs assessment of TEVTA has been completed.	Capacity Needs Assessment of One (01) organization has been completed during the quarter.
1.2.1 Number of Capacity Building plans developed	Capacity Building plans of one (01) entity i.e. PVTC has been developed	Discussions are ongoing on the CB plan of CSA Lahore.

Indicator	Assignment Specific Details for current quarter	Remarks and Issues
	<p>and approved by USAID in the reporting quarter.</p>	
<p>1.2.2 Number of Policies and Procedures developed</p>	<p>Internal Audit KP-II Tool kits of twelve (12) departments and their attached/sub-entities have been developed for GoKP.</p> <p>FPPRA: Final report on M&E framework /system submitted to FPPRA.</p> <p>Strategic Planning – KP: Three (3) strategic plans for HED, Social Welfare Department, and Population Welfare Department have been aligned with the provincial Integrated Development Strategy (IDS).</p> <p>Draft Strategic Plan for Public Health department has been developed and under review by the Public Health Department.</p> <p>Awardees Capacity Building: Two (2) manuals on Grants management manual and M&E have been developed.</p>	<p>Eighteen (18) new Policy documents have been completed in the current quarter i.e. for Internal Audit, FPPRA and SP-KP.</p> <p>Procurement Rules for BPPRA updated and notified in the reporting quarter.</p>
<p>1.2.3 Number of IT based management systems developed</p>	<p>AHAN: MIS for AHAN has been completed in the reporting quarter. Post implementation initiated.</p> <p>BPPRA: MIS and website development is in final stages of development.</p>	<p>One (01) IT based management systems have been completed successfully in the reporting quarter.</p>
<p>1.2.4 Number of new tools and techniques introduced and adopted</p>	<p>Internal Audit KP (Phase-II) Audit Programs, Risk assessment templates, Audit planning templates, Process documentation framework and Audit report formats i.e. five (5) tools each for the above mentioned 12 entities developed and shared.</p> <p>FPPRA: Results framework, Format for Quarterly report, Format for Annual report, Procurement governance index, Contractor satisfaction index, Competition index, M&E</p>	<p>In total eighty (80) new tools and techniques introduced through development of tool kits of Internal Audit KP, FPPRA and SP-KP in the reporting quarter.</p>

Indicator	Assignment Specific Details for current quarter	Remarks and Issues
	<p>Organogram, Training Evaluation format</p> <p>Awardees Capacity Building: Grants Management Manual: Project close-out checklist, Gender checklist, Compliance checklist, Minimum contents for proposals, Evaluation/Approval of sub-grant Applications</p> <p>Monitoring and Evaluation Manual: Strategic Results Matrix, Strategic Performance report, Annual Performance report, Logframe, Project Monitoring matrix, Project Monitoring report, Monitoring Action Plan</p>	
<p>1.2.5 Number of project design activities supported</p>		<p>No new project design planned during the current year.</p>



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 BPPRA, two trainings (02) were conducted in collaboration with Balochistan PPRA. First training held on December 4-5, 2014 in Quetta in which thirty (30) public sector officials from i.e. Health, Finance, C&W, Irrigation, Agriculture, and Education department were trained. The second training was organized on December 17-19 2014 in Gawadar. A total of forty two (42) officials from National Accountability Bureau, Finance, Public Health Engineering, Health, C&W, Irrigation, Agriculture, and Education were trained. Training sessions focused on salient features of BPPRA Act 2009, current procurement practices and its implications, implementation/operations of BPPRA Rules 2104. A third training on the website/MIS developed for BPPRA was held on November 20, 2014 at Quetta, in which thirty five (35) officials were trained.

ASP-RSPN developed curriculum in core operational areas of financial management, monitoring & evaluation, human resource management and procurement management for WAPDA Staff College (WASC). As part of the capacity building plan, training sessions on the revised curriculum. Training on revised financial management curriculum was held in the reporting quarter. A total number of twenty five (25) officials attended the training.

Under the Awardees Capacity Building, three (03) trainings held on RSPN's grants management, monitoring and evaluation and IT manuals. Senior and mid level management from NRSP, RSPN and ASP-RSPN participated in the trainings. A total number of one hundred and sixteen officials were trained in these trainings.

The following table reflects a summary of quarterly progress made and the cumulative progress for the year as of December 31, 2014 against the performance indicators at the Output-level:

IR-2: Progress on Output Indicators

IR/Sub-IR	Indicator	5 th Year Target	Current Qtr. Progress	Progress till December 2014
IR-2: Human Resources enabled for enhanced performance				
Sub-IR 2.1: Knowledge and skills of human resources enhanced	Number of training programs developed	19	5	5
	Number of individuals who benefited from training	890	255	255
	Number of trainings conducted	47	7	7
-Sub-IR 2.2: Application of knowledge and skills supported	Number of individuals who receive on-the-job assistance, refreshers and coaching	30	1	1
	Number of consultants provided for short-term technical assistance	29	13	13

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	<p>Three (3) training programs developed for RSPN's Grants Management, M&E manuals and MIS.</p> <p>One (1) training program for WASC Financial Management course.</p> <p>One (1) program for training of District IT officers of Balochistan on BPPRA's website and MIS</p>	<p>In total five (5) training programs developed during the quarter.</p> <p>FPPRA Training of Trainers (ToT) is planned to build capacity of officials from FPPRA, SPPRA, BPPRA and KPPRA at LUMS in January 2015.</p>
2.1.2 Number of individuals who benefited from training	<p>Seventy nine (79) Officials from Public sector departments were trained in two trainings of BPPRA. During the quarter.</p> <p>Thirty five (35) Participants attended the one day training on BPPRA Website/ MIS.</p> <p>Twenty five (25) officials from public sector departments trained on revised financial management course of WASC.</p> <p>Forty six (46) officials trained on Grants Management Manual, thirty five (35) officials trained on M&E and</p>	<p>Two Hundred and Fifty Five (255) individuals trained during the reporting period.</p>

Indicator	Assignment Specific Details for current quarter	Remarks and Issues
	thirty five (35) staff members were trained on RSPN's MIS.	
2.1.3 Number of trainings conducted	<p>BPPRA: Two (02) trainings on Balochistan Public Procurement Rules conducted during the quarter. One day training on BPPRA website/MIS also held.</p> <p>WASC: Training on Financial Management Course conducted.</p> <p>Awardees Capacity Building: Three trainings i.e. Grants Management & M&E manuals and MIS conducted.</p>	Seven (07) trainings conducted during the quarter.
2.2.1 Number of individuals who receive on-the-job assistance, refreshers and coaching	One (1) new official i.e. PD of Command Area Development of Gomal Zam Dam Project	On-the-job assistance for MSP-Sindh will continue till September 2015.
2.2.2 Number of consultants provided for short term technical assistance	Gomal Zam: 2 (HR, FM), PVTC: 3 (HR, IA, FM) SP-KP: 5 (SP experts) IA-KP: 3 (Supervisor and Manager)	Thirteen (13) new consultants/ hired during the quarter.



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 during the last year.

- 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.

ASP-RSPN developed five brief booklets on the Institutional Reform Models created by ASP during the course of program implementation. The purpose of these brief documents was to advocate and highlight key achievements of the ASP program. During the current quarter ASP-RSPN sent the advocacy material to 100 key policy makers at the federal and provincial level. In response, major public sector accountability and regulatory institutions have acknowledged ASP-RSPN and USAID’s commitment towards good governance and has requested for partnership.

The following table reflects a summary of quarterly progress made and the cumulative progress for the year as of December 31, 2014 against the performance indicators at the Output-level:

IR-3: Progress on Output Indicators

IR/Sub-IR	Indicator	5 th Year Target	Current Qtr. Progress	Progress till December 2014
IR-3: Improved PFM Policies and Procedures				
Sub-IR 3.1: Policy recommendations	Number of research studies conducted	0	--	--

IR/Sub-IR	Indicator	5 th Year Target	Current Qtr. Progress	Progress till December 2014
advocated	Number of reforms/ recommendations developed	--	--	--
	Number of policy advocacy activities carried out	13	4	4
	Number of policy level institutions receiving policy reform recommendations or attending advocacy events	15	2	2

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	Nil	Due to no new research assignment from the last two years.
3.1.3 Number of Policy Advocacy activities carried out	<p>Internal Audit (Phase-II): Three (3) orientation workshops held on the tool kits developed for departments of Agriculture, Elementary and Secondary Education and Higher Education and Archives Department in KP.</p> <p>Advocacy material sent to 100 key public sector institutions at federal and provincial level</p>	Three (03) Policy Advocacy events have been carried out in this quarter.
3.1.4 Number of policy level institutions receiving policy reform recommendations or attending advocacy events	Officials from Livestock and dairy development, Agriculture, Higher Education, Elementary & Secondary Education, Irrigation and Industries departments in KP attended the orientation workshops of Internal Audit.	Total of two (02) ‘new’ policy level institutions attended ASP-RSPN’s advocacy events.

3. Project Implementation

Role of Central Program Office & Provincial Program Offices

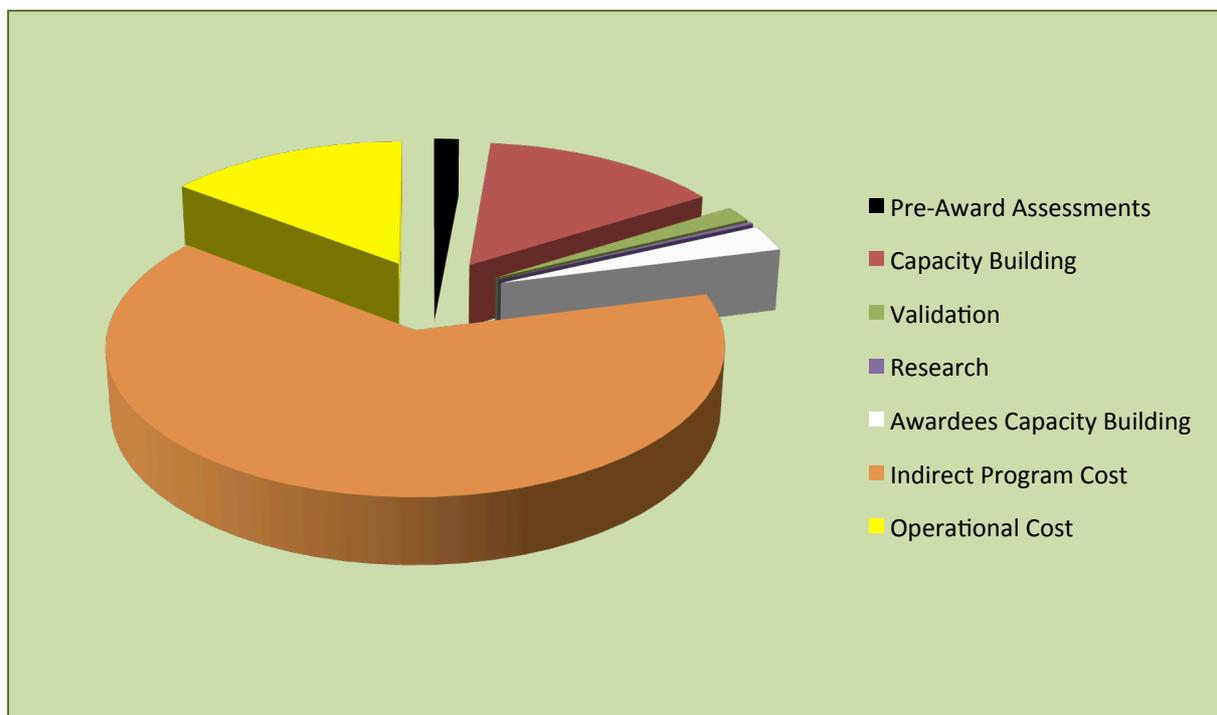
ASP has a Central Project Office (CPO) based in Islamabad and four Provincial Project Offices (PPOs) in Lahore, Karachi, Quetta and Peshawar. The role of the CPO is to implement five components of the program and provide strategic guidance, technical back-stopping, financial management, contract management 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, 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. The PPO in Khyber Pakhtunkhwa and Sindh ensured their continuous presence during on-the-job technical assistance phase in MSDP Sindh, Command Area Development of Gomul Zam Dam Project, Strategic Planning & Internal Audit in KP. Pre-Award assessment of TEVTA was also implemented through the support of PPO-KP. Likewise, provincial office in Punjab is managing the capacity building interventions of AHAN and PVTC, alongwith facilitation to ASP-AiD in conducting Validation of SMEDA. The Punjab 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 implementation of CB plan for BPPRA. In addition, PPO focused on seeking nominations from provincial departments for training at LUMS and responding to requests from CPO on capacity building related requirements. Capacity Building of Balochistan PPR is also being managed by the provincial team.

4. Financial Progress for the period October to December 2014

The following graph reflects an overview of the expenditures (in US Dollars) against the Program Components/Sectors during the 1st quarter of Year-5 (Oct 2014 – Dec 2014). An expenditure of US \$ 726,869 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			
	Oct-14	Nov-14	Dec-14	Qtr.1 Total
Pre-Award Assessments	-	-	10,836	10,836
Capacity Building	4,578	16,072	85,072	105,722
Validation	993	3,449	8,233	12,674
Research	2,318	-	-	2,318
Awardees Capacity Building	8,140	500	12,523	21,163
Indirect Program Cost	118,536	162,314	187,388	468,238
Operational Cost	16,793	52,572	36,553	105,918

GRAND TOTAL	151,357	234,907	340,605	726,869
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Annex – I: Component Wise details of assignments as of December 31, 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	Completed
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

S. #	Name of Assignment/Institution	Status
5	Higher Education Commission	Completed
6	Health Services Academy	Completed
7	Phase-I of Capacity Building support to PaRRSA	Completed
8	Strategic Planning in 6 departments of KP (Phase-I)	Completed
9	Small and Medium Enterprise Development Authority	Completed
10	Phase-II of Capacity Building of PaRRSA	Completed
11	Internal Audit in KP (Phase-I)	Completed
12	Secretariat Training Institute	Completed
13	Department of Auditor General of Pakistan	Completed
14	Aik Hunar Aik Nagar	Completed
15	Balochistan Public Procurement Regulatory Authority	On Going
16	Federal Public Procurement regulatory Authority	On Going
17	WAPDA Administrative Staff College	On Going
18	KP Public Procurement Regulatory Authority	On Going
19	Sindh Public Procurement Regulatory Authority	On Going
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
24	CB support to Punjab Vocational Training Council	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

S. #	Name of Assignment/Institution	Status
Research		
1	Assignment Account/Revolving Funds Account	Completed
2	Planning Process in GoP sector	Completed
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

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