



# **Trade Related Technical Assistance (TRTA II) Programme**

## **Implementation Monitoring Scheme**

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**Islamabad, Pakistan**



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## 1 INTRODUCTION

The European Union (EU) funded TRTA II programme comprises comprehensive set of interventions targeting several strategic areas of support to the Government of Pakistan to enhance export performance and trade capacity building initiatives. During the programme period of 54 months, the programme is expected to work with a wide cross-section and number of stakeholders including government agencies, semi-government agencies, private sector and academia. A range of substantive activities have already been elaborated and planned during the inception phase of the programme for implementation within the framework of the three Components of the programme. The overall objective of the programme is to contribute towards reduction of poverty in Pakistan raising household incomes in targeted agro-based and industrial sectors.

## 2 MONITORING IMPLEMENTATION

The Government of Pakistan along with its development partners is increasingly looking at the impact of aid and aid effectiveness, often referred to as Impact Assessment. In this regard, the Government of Pakistan and the TRTA II implementing agencies have agreed to focus on managing for development results under TRTA II. The approach advocates a stronger orientation of monitoring systems towards **agreed development results**. Emphasis is to be placed towards identifying the changes and benefits that will be achieved directly or indirectly by designed interventions as well as measuring the progress of activities being implemented. Ongoing review, assessment and learning are to be prioritised equally with the mid-term and end of project evaluation. For this to happen, it is important that implementation monitoring issues are addressed from the project inception and that an effective and robust monitoring system is incorporated at all levels of reporting and is closely linked to Project Cycle Management (PCM).

## 3 IMPLEMENTATION MONITORING SCHEME (IMS)

In light of the above, UNIDO in consultation with PITAD has developed an Implementation Monitoring Scheme (IMS), which will provide information on conduct and progress of programme activities at any given time (or over time) relative to respective targets and outcomes. It will focus, in particular, on efficiency and the use of resources. It will also provide records of activities and results, and will help signal problems that need to be remedied. In order to conduct robust continuous monitoring, UNIDO has also framed a detailed implementation monitoring guide. The guide lays down the basic principles based on which regular monitoring of the programme activities will be carried out. The methodology used in developing the guide is explained briefly in the paragraphs below.

### 3.1 OUTPUT MAPS

The implementation monitoring guide contains an expected ‘output mapping’ of the entire TRTA II programme. The ‘output mapping’ assists in providing visual clarity and understanding of the overall logic of the intervention. The output mapping shows the linkages between activities resulting in intermediate outputs which then result in an overall output. The technique also clearly distinguishes between the inputs and activities of the programme and their final outputs. Central to defining the final output is the principal concern to relate outputs to an impact.

Output mapping allows the analysis to move backwards from the final outputs to intermediate outputs, which contribute to them, to the inputs of the intermediate outputs. Once the inputs and the outputs are identified, then the relationships between them are easy to understand and establish.

### **3.2 MONITORING MATRIX**

The proposed output maps are then used to create the monitoring tool. This tool is developed in Microsoft Excel and provides an easy template to record performance and efficiency against predefined targets (see Annex I to be filled in by the monitoring officer). The monitoring tool will have to be filled in at defined quarterly intervals. The progress will be recorded by conducting brief interviews of the stakeholders responsible for delivering an output and those receiving the output. Progress will also be monitored by physical verification where outputs involve tangibles. The financial budgets will also be recorded to see if outputs are being achieved efficiently. Finally, the monitoring person will also make a judgment about the quality assurance of the outputs being produced. This will be done by either physically reviewing the output against its terms of reference, or conducting a brief recipient satisfaction survey. As the monitoring is carried out on a quarterly basis, it will be easier to follow the progress that has been made and the status of the programme in terms of delivery of final outputs.

### **4 MONITORING SCHEDULE**

Monitoring schedules (see Annex II) have been developed for each of the three components of the TRTA II programme based on the approved logical framework and monitoring plan contained in the Inception Report. In developing these schedules, the emphasis has been to establish the key deliverables in terms of their ‘form’ and ‘time’ of delivery. The monitoring schedules also highlight the ‘owner’ of the output and the indicators that represent successful delivery. These monitoring schedules are simplified versions of the detailed monitoring matrices in which performance will be recorded each quarter. However, it must be emphasized that the ‘Monitoring Schedule’ should be treated as a living document and appropriate changes to the matrix may be made after each quarterly implementation status report is generated.

### **5 MONITORING & REPORTING RESPONSIBILITY**

UNIDO will engage a dedicated officer to complete the monitoring sheet every quarter in consultation with the focal person from PITAD. A monitoring report will be prepared jointly by the UNIDO Officer and PITAD’s focal person. These reports will be completed in the first week of every new quarter covering the performance of the previous quarter. The two quarterly reports will form an integral part of the monitoring document to be submitted every 6 months to the Programme Steering Committee (PSC).

Monitoring Matrix for Component 1: Trade Policy Capacity Building

Final Output	Intermediate Outputs / Milestones	Planned / Actual Start Date	Planned / Actual End Date	Quarterly Monitoring - (Only insert numbers in %)																Quality Assurance of Outputs		Are Assumptions linking outputs to Impact relevant	Quality Assurer	Verification Means & Source				
				Q4 2010	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Quality reviewed				Remarks			
PITAD's institutional capacity strengthened	Assessment reports at regular intervals (3)			% Completion of Work																		Yes	Remarks:	Yes	Remarks:			
				% Budget Spent																				No			No	
	Procurement of Agreed Tools			% Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				% Budget Spent																			No				No	
PITAD's & other research institutes expertise on trade policy developed	Needs Assessment Report & key outputs derived for curriculum development			% Completion of Work																		Yes	Remarks:	Yes	Remarks:			
				% Budget Spent																				No			No	
	Diagnostic of PITAD's needs finalised			% Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				% Budget Spent																			No				No	
	Twinning arrangement signed between PITAD & WTI			% Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				% Budget Spent																			No				No	
Development of course modules (PITAD) as well as development of research projects (PITAD/TDAP/LJMS/IBA)			% Completion of Work																			Yes	Remarks:	Yes	Remarks:			
			% Budget Spent																			No				No		
Master trainers from PITAD and other institutions trained and pass courses			% Completion of Work																			Yes	Remarks:	Yes	Remarks:			
			% Budget Spent																			No				No		
Relevant Govt. officers capacity on specific trade issues built	Six training courses on TP conducted for Government Officials			% Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				% Budget Spent																			No				No	
PPD in place for development of Export Strategy	15 Policy Research Studies produced by local research centres			% Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				% Budget Spent																			No				No	
	PPD process and methodology tool developed			% Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				% Budget Spent																			No				No	
10 PPDs conducted			% Completion of Work																			Yes	Remarks:	Yes	Remarks:			
			% Budget Spent																			No				No		

Monitoring Matrix for Component 2.1: Strengthening SPS Controls

Final Output	Intermediate outputs/ Milestones	Planned / Actual Start Date	Planned / Actual End Date	Quarterly Monitoring- (Only insert numbers in %)																	Quality Assurance of Outputs		Are Assumptions linking outputs to Impact relevant?		Quality Assurer	Verification Means & Source		
				Q4 2010	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Quality reviewed	Remarks:	Yes	Remarks:				
SPS Management Systems Strengthened	SPS policy developed			%Completion of Work																		Yes	Remarks:	Yes	Remarks:			
				%Budget Spent																			No		No			
	4 SPS System Planning Studies produced			%Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																			No		No			
	SPS training study tour of 12 conducted			%Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																			No		No			
	Food Safety & Phytosanitary Law developed			%Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																			No		No			
	10 Model Technical Regulation developed			%Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																			No		No			
	240 officers trained as SPS managers			%Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																			No		No			
	Food Safety Controls Applied	Inspection guidelines, manuals & checklists developed for 3 food types			%Completion of Work																		Yes	Remarks:	Yes	Remarks:		
					%Budget Spent																			No		No		
120 food inspection kits provided				%Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																			No		No			
120 food safety inspectors trained				%Completion of Work																			Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																			No		No			

### Monitoring Matrix for Component 2.2: Improving Quality, Value Addition and Compliance in Key Sectors

Final Output	Intermediate outputs/ Milestones	Planned / Actual Start Date	Planned / Actual End Date	Quarterly Monitoring - (Only insert numbers in %)																Quality Assurance of Outputs		Are Assumptions linking outputs to Impact relevant	Quality Assurer	Verification Means & Sources		
				Q4 2010	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Quality reviewed				Remarks	
NPO's capacity built to enhance Soc	CBS Tool Developed			%Completion of Work																	Yes	Remarks	Yes	Remarks		
				%Budget spent																	No		No			
	CBS Tool Piloted in 2 Selected Sectors by UNIDO			%Completion of Work																	Yes	Remarks	Yes	Remarks		
				%Budget spent																	No		No			
	NPO MOU signed with WNPO			%Completion of Work																	Yes	Remarks	Yes	Remarks		
				%Budget spent																	No		No			
	CBS Consultants Trained & Certified			%Completion of Work																	Yes	Remarks	Yes	Remarks		
			%Budget spent																	No		No				
Improved Competitiveness in selected manufacturing sector	2 lean manufacturing studies completed in manufacturing sector using CBS			%Completion of Work																	Yes	Remarks	Yes	Remarks		
				%Budget spent																	No		No			
	Value Addition options developed in 2 manufacturing sectors			%Completion of Work																	Yes	Remarks	Yes	Remarks		
				%Budget spent																	No		No			
	Improved productivity programmes and value addition options implemented in 2 groups			%Completion of Work																	Yes	Remarks	Yes	Remarks		
				%Budget spent																	No		No			
	PAK GAP developed and piloted in Kinnow & Mango Farms			%Completion of Work																	Yes	Remarks	Yes	Remarks		
				%Budget spent																	No		No			
	Codes of practise for Kinnow & Mango developed			%Completion of Work																	Yes	Remarks	Yes	Remarks		
				%Budget spent																	No		No			
Improved Capab provision of cr certification	200 trainers/ consultants trained in business process certification			%Completion of Work																	Yes	Remarks	Yes	Remarks		
				%Budget spent																	No		No			
	Business processes improvement certifications for 40 enterprises			%Completion of Work																	Yes	Remarks	Yes	Remarks		
				%Budget spent																	No		No			
Business Link Developed along supply chain	10 enterprises to achieve CE marking			%Completion of Work																	Yes	Remarks	Yes	Remarks		
				%Budget spent																	No		No			
	Key bottlenecks restraining market access identified			%Completion of Work																	Yes	Remarks	Yes	Remarks		
Business Link Developed along supply chain	linkages between local producer & foreign buyer clusters created			%Completion of Work																	Yes	Remarks	Yes	Remarks		
				%Budget spent																	No		No			
	Pilot shipments through most efficient routes			%Completion of Work																	Yes	Remarks	Yes	Remarks		
			%Budget spent																	No		No				

Monitoring Matrix for Component 2.3: Improved Conformity Assessment Infrastructure & Services

Final Output	Intermediate outputs/ Milestones	Planned / Actual Start Date	Planned / Actual End Date	Quarterly Monitoring - (Only insert numbers in %)																Quality Assurance of Outputs		Are Assumptions linking outputs to Impact relevant?	Quality Assurer	Verification Means & Source		
				Q4 2010	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Quality reviewed				Remarks	
Conformity assessment infrastructure improve	Strategic plan for PSQCA developed and mechanism developed for technical regulations			%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																		No		No		
	PSQCA national enquiry point operationalised			%Completion of Work																		Yes				
				%Budget Spent																		No		No		
Consumer Liaison Office at PSQCA strengthened				%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																	No		No			
Improved provision of national Metrology Service	Technical papers on 6 metrology laboratories developed			%Completion of Work																	Yes	Remarks:	Yes			
				%Budget Spent																		No		No		
	Equipment provided to NPSL laboratory			%Completion of Work																		Yes	Remarks:	Yes		
				%Budget Spent																		No		No		
	6 metrology laboratories accredited			%Completion of Work																		Yes	Remarks:	Yes		
				%Budget Spent																		No		No		
	NPSL supported to achieve MRA signatory status			%Completion of Work																		Yes	Remarks:	Yes		
				%Budget Spent																		No		No		
National PT Scheme Developed			%Completion of Work																		Yes	Remarks:	Yes			
			%Budget Spent																		No		No			
PT pilot schemes implemented in 2 areas			%Completion of Work																		Yes	Remarks:	Yes			
			%Budget Spent																		No		No			
National Accreditation Services Internationally Recognised	2 certified courses of 20 participants conducted			%Completion of Work																	Yes	Remarks:	Yes			
				%Budget Spent																		No		No		
	PNAC supported for MLA signatory status			%Completion of Work																		Yes	Remarks:	Yes		
				%Budget Spent																		No		No		
National PT Scheme accredited			%Completion of Work																		Yes	Remarks:	Yes			
			%Budget Spent																		No		No			
Increase in number of accredited testing laboratories	Laboratories selected for accreditations			%Completion of Work																	Yes	Remarks:	Yes			
				%Budget Spent																		No		No		
	Capacities of laboratories build and application for certification made			%Completion of Work																		Yes	Remarks:	Yes		
				%Budget Spent																		No		No		
Laboratories attain ISO 17025 and PT provider attain ISO 17043			%Completion of Work																		Yes	Remarks:	Yes			
			%Budget Spent																		No		No			



Monitoring Matrix for Component 3: Strengthening of intellectual property rights system

Final Output	Intermediate outputs/ Milestones	Planned / Actual Start Date	Planned / Actual End Date	Quarterly Monitoring - (Only insert numbers in %)																Quality Assurance of Outputs		Are Assumptions linking outputs to Impact relevant		Quality Assurer	Verification Means & Source	
				Q4 2010	Q1 2011	Q2 2011	Q3 2011	Q4 2011	Q1 2012	Q2 2012	Q3 2012	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013	Q1 2014	Q2 2014	Q3 2014	Q4 2014	Quality reviewed	Remarks	Remarks			Remarks
IP Institutions Strengthened	3 IPO officers enrolled for LLM course at Turin			%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																	No		No			
	IP Examiners trained			%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																	No		No			
	IP procedures reviewed			%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																	No		No			
	IPO IT staff trained on IPAS			%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																	No		No			
	ICT infrastructure upgrade proposed, IP systems upgraded to IPAS & IP online services developed			%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																	No		No			
Study visit of IPO IT staff conducted on digitization			%Completion of Work																	Yes	Remarks:	Yes	Remarks:			
			%Budget Spent																	No		No				
IP records digitized & IP databases completed			%Completion of Work																	Yes	Remarks:	Yes	Remarks:			
			%Budget Spent																	No		No				
Priority modules for financial/administrative system customised & deployed			%Completion of Work																	Yes	Remarks:	Yes	Remarks:			
			%Budget Spent																	No		No				
Proposals finalised for CMO			%Completion of Work																	Yes	Remarks:	Yes	Remarks:			
			%Budget Spent																	No		No				
IP Policy framework Strengthened	Inputs developed and provided for laws on utility models, PBRs & GI Law			%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																	No		No			
	Inputs finalised on measures to accede to PCT and Madrid			%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																	No		No			
Elements for IP Policy/Strategy identified & developed			%Completion of Work																	Yes	Remarks:	Yes	Remarks:			
			%Budget Spent																	No		No				
Enhanced capacity of enforcement officials to address IP issues	Trainers from Customs, FIA and Police trained			%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																	No		No			
	3 Short IP enforcement courses supported			%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																	No		No			
Colloquium of judges held on IP			%Completion of Work																	Yes	Remarks:	Yes	Remarks:			
			%Budget Spent																	No		No				
Enhanced awareness capacity of potential stakeholders to utilize the IP system	E-forum established for interaction between industry & research community			%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																	No		No			
	IP sessions held in selected PPDs			%Completion of Work																	Yes	Remarks:	Yes	Remarks:		
				%Budget Spent																	No		No			
Papers developed on IP challenges & trade and branding options including GIs, for a horticulture product			%Completion of Work																	Yes	Remarks:	Yes	Remarks:			
			%Budget Spent																	No		No				

Monitoring Schedule Component 1: Trade Policy Capacity Building

Final Output	Planned Start Date	Planned End Date	Activity and Delivery of Outputs																Indicator to Monitor	
			Year 2010	Year 2011				Year 2012				Year 2013				Year 2014				
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3		Q4
Pita's institutional capacity strengthened	Q3 2010	Q1 2014	Duration of Activity																3 assessments completed Appropriate procurement of tools for PITAD made functional	
	Key Deliverables - Owner of Outputs is PITAD		Assessment 1 Completed	1st tool procurement for PITAD				Assessment 2 completed	2nd tool procurement for PITAD				Assessment 3 completed	3rd tool procurement for PITAD				Procurement of tools completed		
PITAD's & other research institutes expertise on trade policy developed	Q4 2010	Q4 2013	Duration of Activity																1. Needs assessment survey carried out by PITAD 2. Signed MOU between PITAD and World Trade Institute 3. Certifications and details of 12 trained trainers and researchers are available at PITAD 4. Updated and/or new modules are available at PITAD	
	Key Deliverables - Owner of Outputs is PITAD		Needs Assessment Completed Course modules and research projects under development through mentorship with WTI	Course modules and research projects under development through mentorship with WTI	1st 3 week training course completed / 7 master trainers and researchers trained. Course modules and research projects developed	MOU between PITAD & WTI signed. Continuous training of PITAD staff through video conferences (at discretion of PITAD)	Course modules and research projects under development through mentorship with WTI; Continuous training of PITAD staff through video conferences (at discretion of PITAD)	Course modules and research projects under development through mentorship with WTI; Continuous training of PITAD staff through video conferences (at discretion of PITAD)	2nd 3 week training course completed / 7 master trainers and researchers trained. Course modules and research projects developed. Continuous training of PITAD staff through video conferences (at discretion of PITAD)	Continuous training of PITAD staff through video conferences (at discretion of PITAD)	Continuous training of PITAD staff through video conferences (at discretion of PITAD)	Continuous training of PITAD staff through video conferences (at discretion of PITAD)	Continuous training of PITAD staff through video conferences (at discretion of PITAD)	Continuous training of PITAD staff through video conferences (at discretion of PITAD)	Continuous training of PITAD staff through video conferences (at discretion of PITAD)	Continuous training of PITAD staff through video conferences (at discretion of PITAD)	Continuous training of PITAD staff through video conferences (at discretion of PITAD)	Modules are revised and research projects are completed. Continuous training of PITAD staff through video conferences (at discretion of PITAD)		
Relevant Govt. officers capacity on specific trade issues built	Q1 2011	Q4 2013	Duration of Activity																Six trainings conducted	
	Key Deliverables - Owner of Outputs is PITAD				Training 1	Training 2			Training 4	Training 3		Training 5		Training 6						
PPD in place for development of Export Strategy	Q4 2010	Q1 2014	Duration of Activity																Steering Committee established 10 PPDs conducted - output report of each PPD produced by TTC 15 research studies produced and are deemed adequate following peer review	
	Key Deliverables - Owner of Outputs is PITAD		PPD framework in place	PPD1	PPD2	PPD3		PPD4	PPD 5	PPD7	PPD8		PPD9	PPD 10						
			RS	RS	RS		RS	RS	RS		RS		RS	RS						

### Monitoring Schedule Component 2: Export Development through Development of Quality Infrastructure

Final Output	Planned Start Date	Planned End Date	Activity and Delivery of Outputs																Indicators to Monitor				
			Year 2010				Year 2011				Year 2012				Year 2013					Year 2014			
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3		Q4			
<b>SPS Management Systems Strengthened</b>	Q3 2010	Q2 2013	<b>Duration of Activity</b>																1. SPS policy placed for approval at relevant forums 2. Food safety, animal health and plant health laws placed for approval 3. Study tour report on SPS 4. Report containing 10 Model technical regulations 5. 4 SPS-system studies approved by NAPHIS 6. 7. 240 officers trained as SPS Managers				
	Key Deliverables - Owner for Outputs is NAPHIS		SPS Policy developed & validated at Workshops	2 SPS system planning study produced	SPS training conducted & study tour of 12 on SPS conducted	Laws relating to food safety, animal health and plant health realised		240 people trained as SPS Managers	10 Model technical Regulation developed	4th SPS system planning study produced	3rd SPS system planning study produced												
<b>Food Safety Controls Applied Effectively</b>	Q4 2010	Q4 2013	<b>Duration of Activity</b>																1. Manuals/inspection guidelines produced & published by NAPHIS 2. Trainings conducted and certified				
	Key Deliverables - Owner for Outputs is NAPHIS						120 inspection equipment kits provided		New food safety inspection guidelines developed						120 Food Inspectors will be trained								
<b>NPO's capacity built to work for sector level competitiveness</b>	Q4 2010	Q2 2014	<b>Duration of Activity</b>																1. CBS reports produced for selected sectors 2. MOU Signed between NPO and WNPO 3. 24 consultants certified and registered with NPO 4. TEVTA's revised curricula assessed				
	Key Deliverables - Owner for outputs is NPO and TEVTA		MOU between NPO & WNPO signed			CBS tool developed, piloted in 2 sectors		Other agencies linked with NPO on CBS	24 consultants trained & certified on CBS		Replication by NPO of CBS in 2 other sectors				TEVTA's vocational curricula revised in selected sectors								
<b>Improved Competitiveness in selected manufacturing, horticulture and fisheries sector</b>	Q1 2011	Q2 2014	<b>Duration of Activity</b>																1. PAK GAP standard institutionalised 2. Productivity related improvements implemented 3. COPs adopted by PHDEC & MFB 4. COP trainings held				
	Key Deliverables - Owner for outputs are NPO, PHDEC, MFD, SMEDA, TDAP					Productivity improvement interventions developed in selected sectors	Codes of Practice in Horticulture & Fisheries developed	PAK GAP developed			Training conducted on COPs			PAK GAP implemented in Pilot Farms	Productivity interventions implemented and options for value addition identified								
<b>Improved capacity for provision of credible certification</b>	Q2 2011	Q4 2013	<b>Duration of Activity</b>																1. Consultants registered with NPO 2. CE marking certifications available				
	Key Deliverables - Owner for Outputs is NPO								200 trainers & consultants trained and registered with NPO						10 Companies CE marked	Business process improvement certifications in 40 companies							
<b>Business linkages developed along the global supply chain</b>	Q3 2011	Q2 2014	<b>Duration of Activity</b>																Export figures and response of trail shipments				
	Key Deliverables - Owner is TDAP								Trade linkages developed					Trail shipments		Trail shipments	Global business linkage mechanism institutionalised						
<b>Conformity assessment infrastructure &amp; services improved</b>	Q4 2010	Q1 2013	<b>Duration of Activity</b>																Number of enquiries being managed by PSQCA				
	Key Deliverables - Owner of Outputs is PSQCA					1. Mechanism for development of technical regulations developed at PSQCA 2. PSQCA National Enquiry Point made operational	Strategic Plan for PSQCA developed			Consumer Liaison office of PSQCA servicing to consumer needs													
<b>National metrology services traceability improved</b>	Q4 2010	Q1 2014	<b>Duration of Activity</b>																1. NPSL becomes signatory of MRA 2. 6 metrology labs accredited				
	Key Deliverables - Owner for Outputs is NPSL and PNAC													6 metrology labs internationally accor & National PT Scheme developed and accredited	NPSL achieve MRA compliance								
<b>International recognition of national accreditation services</b>	Q1 2011	Q1 2014	<b>Duration of Activity</b>																1. PNAC capacity developed for national accreditation 2. PNAC signatory status report				
	Key Deliverables - Owner for Outputs is NPSL and PNAC					1st certified training course conducted	Capacities at PNAC developed accords National labs	2nd certified training course conducted		National PT Scheme accredited													
<b>Laboratories accredited</b>	Q4 2010	Q4 2013	<b>Duration of Activity</b>																Accreditation certifications  Staff producing business plans				
	Key Deliverables - Owners will be UNIDO and selected laboratories		MOU signed between UNIDO and 32 testing laboratories	Capacity building trainings of selected laboratories completed	Staff trained on developing laboratory business plans	Selected labs prepared and accreditation applications made			Accreditation to selected labs granted														

Monitoring Schedule Component3: Strengthening the Intellectual Property Rights System

Final Output	Planned Start Date	Planned End Date	Activity and Delivery of Outputs																Indicators to Monitor				
			Year 2010				Year 2011				Year 2012				Year 2013					Year 2014			
			Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3		Q4			
IP Institutions Strengthened	Q1 2011	Q1 2014	<b>Duration of Activity</b>																1. Three IPO officers with LL.M degree from Turin working in IPO 2. New IP automation software (IPAS) made operational 3. IP records digitized and IPO web portal functional 4. CMO study approved by IPO				
	Key Deliverables - Owner of Outputs is IPO Pakistan		One IPO official enrolled in Turin LL.M Course	IP procedures reviewed and examiners trained	1. CMO study conducted 2. One IPO official enrolled in Turin LL.M Course	Upgraded IPAS system customized and deployed	One IPO official enrolled in Turin LL.M Course	IPO's IT staff trained in new technologies	IP records digitized - Financial and HR systems deployed - Online IP services developed														
IP legislative and policy framework strengthened	Q1 2011	Q1 2014	<b>Duration of Activity</b>																1. Inputs provided on legislation on PBRs and GIs 2. Inputs provided on measures to accede to PCT and Madrid Protocol 3. IP policy/strategy elements identified				
	Key Deliverables - - Owner of Outputs is IPO Pakistan		3 persons sent on training course on GIs	IP audit tools supplied	National consultations held on GIs	Advisory mission held on PBRs	Study visits/consultations held on PCT and Madrid Protocol	Roundtable held on national IP policy/strategy															
Capacity of stakeholders built to use IP system	Q1 2011	Q1 2014	<b>Duration of Activity</b>																1. Enforcement officials trained 2. 15 nationals trained on use of IP by business 3. Measures identified for strengthening links between industry and research institutions				
	Key Deliverables - Owner is IPO other beneficiaries include SMEEDA, IPO, MUST, PCSIR		1. Colloquium for Judges on IP enforcement held 2. 15 nationals attend IP for Business workshop in Geneva	Roundtable held on industry- university linkages																			