

ADVISOR RULE OF LAW
Strengthening Rule of Law, Malakand Project

Terms of Reference

Level:	P4 equivalent
Location:	Islamabad, Pakistan
Duration:	1 year extendable
Start Date:	July 2010

BACKGROUND

UNDP Pakistan is seeking a motivated candidate for the post of Advisor Rule of Law, based in Islamabad. Under the guidance and overall supervision of the Head of Governance Unit, the Advisor (ADVISOR) will be providing strategic advice and direction to the implementation of a multi-year Strengthening Rule of Law, Malakand project.

The Rule of Law project will provide support to the Justice and Security sectors in Khyber Pakhtunkhwa (KP). It also aims to promote an enabling environment which will deepen the ongoing efforts to secure peace and stabilization. Under this project, assistance will be provided for institutional development and capacity development to the Rule of Law institutions to ensure effective security services and speedy provision of justice services. The project will also work with the informal justice institutions so that dispute resolution is trusted, affordable, accessible, and viewed as fair by the local communities. In doing so, the Project will engage with key stakeholders in KP including the Judiciary, Police, Local Government, prosecution, bar associations, jirgas, CSOs and ongoing (justice) initiatives, including ongoing UNDP programmes and projects. The activities and outputs under the project will enhance confidence and trust of the local communities in the Rule of Law institutions and result in improved law enforcement, speedy justice, including that of informal justice system. The project will help create forums for dialogue and develop a strategy for harmonization between communities, formal and informal Rule of Law institutions.

DUTIES AND RESPONSIBILITIES

The Advisor will have the overall responsibility for strategic positioning of UNDP, providing policy advice to Country Office on all Rule of Law related issues and for programme management. S/he will represent UNDP in technical forums, support resource mobilization and donor coordination on Rule of Law. S/he will also be leading formulation, strategic direction and evaluation of activities within the project and act as key point of contact for major national and international stakeholders. The Advisor will ensure

coordination and coherence throughout the implementation process and supervise the project Manager and the staff.

While reporting directly to the Governance Head of Unit, the Advisor will work very closely with the Country Office management providing technical advisory support on programme implementation. Specific responsibilities would cover the following:

Project Overall Direction

- Oversee the project implementation management functions, provide technical advice and quality assurance on the work of the implementing partners, monitoring and evaluation and reporting functions.
- Coordinate the overall delivery of the project in an effective and efficient manner, working closely with Provincial and District Governments, the Rule of Law institutions, development/UN/international partners and Non-governmental Organizations (NGOs);
- Maintain regular working relationship with other UNDP programmes to ensure overall integration of the Rule of Law related activities within the Country Office programme.
- Guide communication and outreach strategy to ensure adequate project visibility and awareness in relation to the project implementation and achievements.
- Ensure that the project activities are closely coordinated with the stakeholders – both national and international – and that a high level of collaboration and cooperation is in place at all levels.
- Assess the impact, effectiveness and relevance of the project interventions through regular field visits and highlight achievements, progress and challenges through impact and results-driven reports.
- Provide and identify expert technical advice on Rule of Law-related issues.
- Liaise with national counterparts and donors on project implementation, including engaging in substantive and technical discussions on rule of law and access to justice in KP.
- Responsible for quality assurance of technical deliverables from experts/consultants, contractors, implementing partners and the Project Manager and provide them with substantive feedback and guidance;
- Follow up and coordinate, together with national partners, donors and development partners, the conduct of periodic Project Review Board (PRB) meetings, prepare and present required documentation and analytical reports to the PRB and undertake follow up on the PRB decisions and recommendations.
- Support strategic positioning of UNDP by identifying emerging Rule of Law issues and response options. Identify, design and operationalize strategic interventions and policies for UNDP in the Rule of Law sector in Pakistan.
- Carry out any other relevant duties and responsibilities as requested by the UNDP Senior Management.

Partnerships and Resource Mobilization

- Develop and implement a partnership and resource mobilization strategy in this area. Lead and coordinate resource mobilization efforts of the project. In this regard identify funding opportunities and lead project resource mobilization efforts with donor partners, including the development of advocacy/communication tools in support of resource mobilization.
- Ensure coherence, complementarities and coordination with other development partners in the area of rule of law and access to justice.
- Advocate for and substantially contribute to UN and multi-partner joint planning and/or programming initiatives.
- Build partnerships with national and international NGOs throughout the project implementation.
- Manage, monitor and report on financial resources allocated to and delivered by the project to contributing partners such as UNDP/BCPR and Donors.
- Maintain regular communication with UNDP/BCPR's Rule of Law, Justice and Security Unit to enhance advocacy, support resource mobilization and access technical expertise.

Knowledge Management and Policy Development

- Identify sources of information related to policy-driven issues. Identify and document best practices and lessons learnt directly linked to Rule of Law and Access to Justice programming in Pakistan and in particular in KP.
- Contribute to UNDP global knowledge networks and communities of practice.

COMPETENCIES

Corporate Competencies

- Demonstrates integrity by modelling the UN values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favoritism
- Excellent analytical and organizational skills

Functional Competencies

Knowledge Management and Learning

- Promotes a knowledge-sharing and learning culture in the office
- In-depth knowledge on development issues
- Ability to advocate and provide policy advice
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
- Knowledge of UNDP/UN policies and programmes in crisis and post-crisis situations

- Knowledge of UNDP/UN regulations, rules, policies, procedures and practices; operations

Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
- Strong IT skills, including proficiency in Microsoft Office software and experience with web-based management systems
- Ability to lead implementation of new systems (business side), and effect staff behavioural/ attitude change

Management and Leadership

- Focuses on impact and result for the client and responds positively to feedback
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Builds strong relationships with clients and external actors
- Remains calm, in control and composed even under pressure
- Demonstrates openness to change and ability to manage complexities

Demonstrates strong oral and written communication skills

- Communicates effectively with staff at all levels of the organization
- Acts with tact and diplomacy.
- Proves outgoing and comfortable in handling external relations at all levels.
- Builds strong relationships with clients and external actors.
- Demonstrates openness to change and ability to manage complexities.
- Demonstrates compelling communication skills and cross-cultural effectiveness.
- Demonstrates excellent political / conflict analysis, experience in bilateral and/or multilateral negotiations, and negotiating and training / facilitation skills.
- Possesses the ability to convey difficult issues and positions to senior officials, proven political judgment, sensitivity to local cultures.

REQUIRED SKILLS AND EXPERIENCE

Education

Master's Degree or equivalent in Law, Legal Affairs, Political Science, Social Sciences or related field.

Experience

- A minimum of 7 years of progressive experience in the area of design, management and implementation of Rule of Law related reform processes.
- Formal qualifications and operational exposure/experience in most of the following areas: justice sector reform, access to justice, legal reform, legal aid, gender and juvenile justice, advocacy, capacity building and related issues. Experience in designing and managing community based rule of law intervention is essential.

- Good knowledge of UNDP's rules and procedures for project/programme implementation.
- Experience working in societies in a crisis/conflict/post-conflict situation is an advantage.
- First-hand relevant experience in Pakistan strongly desirable.
- Experience of working with government authorities as well as with IDP populations, grassroots organizations and civil society.
- Experience in programme/project planning and execution as well as monitoring and evaluation of projects/programmes.
- Knowledge of resource mobilization processes of multilateral and bilateral donors, combined with experience in project development and fund raising.
- Strong knowledge of UN/UNDP policies, programming frameworks and procedures, proven ability to design and facilitate complex development intervention.
- Sound analytical skills on political, legal, social, cultural and any other relevant issues.

Language Requirements

- Fluency in English, including excellent writing skills.

PROJECT MANAGER
Strengthening Rule of Law, Malakand

Terms of Reference

BACKGROUND

UNDP Pakistan is seeking a motivated candidate for the post of **Project Manager**. Under the overall guidance of the Governance Head of Unit and under the direct supervision of the Chief Technical Advisor, the Project Manager will manage all aspects of a multi-year Strengthening Rule of Law, Project.

The Rule of Law project, aims to promote an enabling environment which will deepen the ongoing efforts to secure peace and stabilization. Under this project assistance will be provided for institutional development and capacity building to the Rule of Law institutions to ensure effective security services and speedy provision of justice services. The project will also work with the informal justice institutions so that dispute resolution is trusted, affordable, accessible, and viewed as fair by the local communities. In doing so, UNDP will engage with key stakeholders in Khyber Pakhtunkhwa (KP) including the Judiciary, Police, Local Government, prosecution, bar associations, jirgas, CSOs and ongoing (justice) initiatives, including ongoing UNDP programmes and projects. The activities and outputs under the project will enhance confidence and trust of the local communities into the Rule of Law institutions and result in improved law enforcement, speedy justice, including that of informal justice system. The project will help create forums for dialogue and develop a strategy for harmonization between communities, formal and informal Rule of Law institutions.

The Project Manager (PM) will be responsible for the day-to-day management of all activities within the project and acting as key point of contact for major national partners. The PM will ensure coordination and coherence throughout the implementation process and supervise staff and contractors.

DUTIES AND RESPONSIBILITIES

Management of Project Implementation

- Manage all project implementation functions, including budget and finance management, work planning, procurement, recruitment, monitoring and evaluation and reporting functions;
- Coordinate and manage the overall delivery of the project in an effective and efficient manner, working closely with Provincial and District Governments, the Rule of Law institutions, development/UN and Non-governmental Organizations;
- Develop guidelines and procedures for managing the project in an effective and result-oriented manner, ensuring that objectives and targets are met; correct inputs

are provided; agreed procedures are followed up; and that outputs are produced in a timely fashion;

- Prepare annual work plans, human resources plan, procurement plan in line with the project outputs and objectives;
- Monitor the delivery status and prepare written monthly progress updates – both narrative and financial – and quarterly reports on the progress of the overall project – both narrative and financial – in relation to the agreed work plan and implementation strategy;
- Maintain regular working relationship with the Sustainable Development, Peace Building, Governance and Economic Recovery in KP and other UNDP Programmes staff based in Islamabad and Peshawar to ensure overall integration of the activities, as well as the attainment of larger outcomes that fall under the programme strategy;
- Ensure that the project activities are closely coordinated with the stakeholders – both national and international – and that a high level of collaboration and cooperation is in place at all levels.
- Ensure the proper application/implementation of UNDP rules and regulations related to human resources, financial management and procurement within the entire project.
- Monitor and evaluate the project, by preparing indicators to monitor progress and submitting quarterly results-based progress reports and contribute to the annual reports.
- Assess the impact and effectiveness of the project through regular field visits and highlight achievements, progress and challenges through impact and results-driven reports.
- Manage human resources issues, including hiring staff, identify and sub-contract implementing partners and ensure satisfactory performance, and supervising and assessing performance.
- Directly supervise the Field Coordination Firm at provincial and district level;
- Assist ROL ADVISOR on identifying and recruiting expert technical advice on Rule of Law-related issues;
- Receive deliverables from experts/consultants, Field Coordination Firm and provide them with comments and remarks and coordinate, on administrative and operational matters, external technical assistance provided by UNDP. Verify receipt of services at quality expected for payment;
- Keep the Governance Head of Unit abreast of emerging project issues and risks;
- Carry out any other relevant duties as requested by the Governance Head of Unit or the UNDP Senior Management.

Financial & Operational Management

- Ensure integrity of financial and administrative procedures as well as a consistent application of UNDP rules and procedures with regard to project implementation and operations;
- Supervise requisitions, purchase orders and payment requests in ATLAS, and ensures monthly delivery updates to the Governance Head of Unit on financial delivery performance;

- Provide leadership and oversight to ensure that qualitative services are provided to national partners including fair and transparent procurement process and efficient operational support.

COMPETENCIES

Corporate Competencies

- Demonstrates integrity by modelling the UN values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats all people fairly without favouritism
- Excellent analytical and organizational skills

Functional Competencies

Knowledge Management and Learning

- Promotes a knowledge-sharing and learning culture in the office
- In-depth knowledge on development issues
- Ability to advocate and provide policy advice
- Actively works towards continuing personal learning and development in one or more Practice Areas, acts on learning plan and applies newly acquired skills
- Knowledge of UNDP/UN policies and programmes in crisis and post-crisis situations
- Knowledge of UNDP/UN regulations, rules, policies, procedures and practices; operations

Development and Operational Effectiveness

- Ability to lead strategic planning, results-based management and reporting
- Ability to lead formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources
- Strong IT skills, including proficiency in Microsoft Office software and experience with web-based management systems
- Ability to lead implementation of new systems (business side), and effect staff behavioural/ attitude change

Management and Leadership

- Focuses on impact and result for the client and responds positively to feedback
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Builds strong relationships with clients and external actors
- Remains calm, in control and good humored even under pressure
- Demonstrates openness to change and ability to manage complexities

Demonstrates strong oral and written communication skills

- Communicates effectively with staff at all levels of the organization
- Acts with tact and diplomacy.

- Proves outgoing and comfortable in handling external relations at all levels.
- Builds strong relationships with clients and external actors.
- Demonstrates openness to change and ability to manage complexities.
- Demonstrates compelling communication skills and cross-cultural effectiveness.
- Demonstrates excellent political / conflict analysis, experience in bilateral and/or multilateral negotiations, and negotiating and training / facilitation skills.
- Possesses the ability to convey difficult issues and positions to senior officials, proven political judgment, sensitivity to local cultures.

REQUIRED SKILLS AND COMPETENCIES

Education

- Master's Degree or equivalent in Law, International Relations, Business Administration, Public Administration, Legal Affairs, Political Science, Social Sciences or related field.

Experience

- A minimum of 7 years of progressive experience in the area of design, management and implementation of legal and governance processes.
- Formal qualifications and operational exposure/experience in areas related to justice, governance and legal aid
- Good knowledge of UNDP's rules and procedures for project/programme implementation.
- Experience working in societies in a crisis/conflict/post-conflict situation is an advantage.
- First-hand experience in Pakistan desirable.
- Experience of working with government authorities as well as with IDP populations, grassroots organizations and civil society.
- Experience in programme/project planning and execution as well as monitoring and evaluation of projects/programmes.
- Strong knowledge of UN/UNDP policies, programming frameworks and procedures, proven ability to design and facilitate complex development intervention.
- Sound analytical skills on political, legal, social, cultural and any other relevant issues.

Language Requirements

Fluency in English, including excellent writing skills. Fluency in or knowledge of Urdu and Pashto would be a strong asset.

ADMINISTRATIVE & FINANCE ASSISTANT
Strengthening Rule of Law, Malakand

Terms of Reference

Background

The Rule of Law project, aims to promote an enabling environment which will deepen the ongoing efforts to secure peace and stabilization. Under this project assistance will be provided for institutional development and capacity building to the Rule of Law institutions to ensure effective security services and speedy provision of justice services. The project will also work with the informal justice institutions so that dispute resolution is trusted, affordable, accessible, and viewed as fair by the local communities. In doing so, UNDP will engage with key stakeholders in Khyber Pakhtunkhwa (KP) including the Judiciary, Police, Local Government, prosecution, bar associations, jirgas, CSOs and ongoing (justice) initiatives, including ongoing UNDP programmes and projects. The activities and outputs under the project will enhance confidence and trust of the local communities into the Rule of Law institutions and result in improved law enforcement, speedy justice, including that of informal justice system. The project will help create forums for dialogue and develop a strategy for harmonization between communities, formal and informal Rule of Law institutions.

The Admin & Finance Assistant will be responsible for the day-to-day Finance & Admin related activities within the project and acting as key point of contact for major national partners. The AFA will ensure coordination and coherence throughout the implementation process and provide support to project staff and contractors.

Duties and Responsibilities:

Under the guidance of the Project Manager, the Admin & Finance Assistant will provide high quality professional financial expertise to manage project operations according to UNDP rules and procedures:

- Assist in reviewing technical and financial reports of the implementing partners ensure compliance with the agreed terms and conditions. Ensure effective monitoring and follow-up on the programme and financial targets set in the quarterly and annual work plans in terms of implementation and delivery of services.
- Prepare financial and budgetary plans ensuring full compliance with UNDP's regulations and rules, policies, procedures and Internal Control Framework
- Review and submit payment requests to UNDP ensuring all supporting documents are attached
- Prepare and review documentation for processing of payments ensuring correctness and completeness of requirements for input to the system including propriety of charge codes, validity of contracts, leases or agreements, etc.

- Keeps detailed records throughout the year regarding expenditures, cost re-adjustments, and utilization of resources allocated to projects
- Prepare budget revision, process payment including vendor creation and providing chart of account to CO.
- Maintain project petty expenses and ensure entries in petty cash register, maintain general ledger to keep record of project accounts.
- Monitor expenditures for all phases of the financial operations, managed budgets and provides accurate information to Governance Unit on budget status.
- Provides vendor payment details on a regular basis for purposes of vendor payment reconciliations by ASD units
- Recommends any required corrective action on a monthly basis based on budget variance analysis reports
- Participates in regular project progress review meetings and Provides background materials, reports and analyses as required
- Assist NPM in the Organization of procurement processes including preparation and conduct of RFQs, ITBs or RFPs, receipt of quotations, bids or proposals, their evaluation, negotiation of certain conditions of contracts in full compliance with UNDP rules and regulations.
- Assist in the Management of grants provided to civil society groups and local authorities under the project
- Provide general administration support for the management of the grant contracts under the Call for Proposals process.
- Preparation and control of budget amendments of the grant contracts and ensure appropriate follow-up and clearance processes.
- Management of internal repository system for the tracking of grant funds and projects.
- Assistance in preparation and compilation of the financial forecasts, delivery plans and financial reports to UNDP and cost sharing donors
- Responsible to deal with all logistical, financial and administrative matters of the workshops, meetings, conferences and seminars with the close coordination of NPM
- Maintain project staff personal files including leave records
- Manage inventory for both expendable and non-expendable project items.
- Maintain project record including filing system traceable
- Act as focal person for yearly project audit;
- Assist in processing financial claims and facilitate approval through ensuring appropriate documentation and record keeping in accordance with DEX user guide lines;
- Conduct local market surveys and prepare procurement requests in accordance with UNDP procurement guidelines by providing accurate information on prices, specifications, freight and source of local manufacturers/authorized dealers/ suppliers etc
- Perform any other tasks as assigned by supervisor.

Qualification including experience and skills/competencies

- Bachelors Degree in Finance OR Accounting or Business Administration would be highly desirable. Masters Degree in one of these fields would be an advantage. Basic

requirement of the post is secondary education. Good knowledge of UNDP financial processes, policies, and guidance would be a distinct asset.

- Ability to work independently, under pressure and tight deadlines.
- Excellent knowledge of computer including MS Office, spreadsheets, and experience in web browsing/surfing and research.
- Ability to work in multi-cultural and diverse environment.

Experience

- Minimum 5 years of working experience in financial and administrative matters preferably relating to UN projects. Experience in the usage of computers and office software packages (MS Office) and advance knowledge of spreadsheet and database packages
 - SB-3 equivalent to ICS-5

Language Requirements:

Fluency in written and spoken English is required.

**Term of Reference
Project Review Board**

Strengthening Rule of Law in Malakand (SRLM)

Background Introduction

The project would assist promoting Rule of Law through provision of support to the Justice and Security sector in Khyber Pakhtunkhwa Province. The Strengthening Rule of Law in Malakand (SRLM), being operationalized through this project, aims to promote an enabling environment, which will deepen the ongoing efforts to secure peace and stabilization. Under this project, assistance will be provided for institutional and capacity development to the Rule of Law institutions to ensure effective security services, and speedy provision of justice services in Malakand Division. The project will also work with the informal justice institutions so that dispute resolution is trusted, cheap and accessible, and viewed as fair by the local communities. In doing so UNDP will engage with key stakeholders in Khyber Pakhtunkhwa, particularly Malakand Division including the Judiciary, Police Department, Local Government Department, prosecution, bar associations, jirgas, CSOs and ongoing justice initiatives. UNDP through this project will ensure linkages with ongoing UNDP program and projects. The activities and outputs under the project will enhance confidence and trust of the local communities in the Rule of Law institutions and result in improved enforcement, speedy justice, including that of informal justice system. The project will help create forums for dialogues and develop a strategy for harmonization between communities, formal and informal Rule of Law institutions.

Implementation & Management Arrangements

"Strengthening Rule of Law in Malakand shall be based at Peshawar being directly implemented(DIM) by UNDP under the overall supervision, strategic guidance & oversight of the PRB constituted at the provincial level and to be co chaired by the Additional Chief Secretary, P&DD Govt of Khyber Pakhtunkhwa and Deputy Country Director Programme UNDP.

PRB Composition and TORs

The PRB shall comprise of the following:

1. Additional Chief Secretary , P&D Deptt: Khyber Pakhtunkhwa (in co chair).
2. UNDP Deputy Country Director Programmes (in co chair).

3. Representative of Hon:able Chief Justice Peshawar High Court (Member).
4. Secretary, Home Department KPK. (Member)
5. Secretary, P&DD KPK. (Member)
6. Secretary, Law Department KPK. (Member)
7. Secretary, Local Government Department KPK. (Member).
8. Representative(s) of Police Department (Member)
9. Representative of Economic Affairs Division Govt: of Pakistan not less than the rank of deputy secretary (Member).
10. Representative of UNDP. (Member).
11. President, Peshawar High Court BAR Association (Member).
12. Representative(s) of Civil Society/NGO/Coordinating firm/Media (Member).
13. Project Manager SRLM. (Secretary)

The PRB may invite any relevant official/person as co-opted member

The PRB will be responsible for the following:

1. Approve annual Work Plan and training programs within the parameters prescribed in the approved sheet of the document by EAD.
2. Review project progress related to implementation, operations and financial reports
3. Review & approve M&E plan
4. Decide on policy matters and issues required to enable effective project implementation.
5. Provincial and district level coordination with all stakeholders
6. Providing policy guidelines and overall project monitoring
7. Provide necessary support to enhance project efficiency and effectiveness
8. Proposing amendments in the project document and alteration in the implementation modalities to EAD and UNDP for approval.
9. Revise AWP based on needs and requirements of programming within the parameters prescribed in the approved sheet of the document by EAD.
10. To resolve any dispute arising during execution which effect the smooth running of the project
11. Maintain the impartiality of the program and protect it against any biases which could impair its neutrality.
12. Ensure the cooperation of the respective Provincial and district line Departments and organizations/training Institutes in the provision of the necessary technical and professional services according to work plans and budgets.

13. The PRB shall ensure sustainability of the components of the project executed during post completion phase.
14. PRB shall keep a close watch on funds raised under the projects and expenditure incurred.

Meeting of PRB

The PRB shall meet at least once on quarterly basis or as required

Requirements Identified by
EAD for Project Implementation

S. No	Requirements
1.	This Project, in no way, shall overlap or duplicate efforts by other development partners including USAID, local efforts through provincial ADP and efforts under MIDF.
2.	No vehicle shall be purchased under this Project and existing pool of vehicles shall be utilized for supervision.
3.	No expenditure under the Project shall be incurred to finance foreign travel of any officer/consultant/UNDP staff or any workshop/conference to be organized abroad.
4.	Expenditures on consultancies must not exceed 5% of the total cost of the Project.
5.	Studies/Research will be conducted only when the Provincial Government identifies such needs or specific issues.
6.	Workshops/Conferences shall be held only when these are explicitly required by the Provincial Government and that too specific themes and discernable outcomes/deliverables. Cost must not exceed 10% of the total cost of the Project.
7.	Focus of the Project would be more on hardware, training in investigation, prosecution and other specific deliverables identified by stakeholders.
8.	The Project shall not pre-empt any resource meant for MIDF by donors/development partners.
9.	UNDP shall submit a quarterly report to EAD to show progress vis-a-vis intended output, outputs, indicative activities, output targets and reasons for slow progress, if any, to reach EAD 15 days after a quarter is over.
10.	UNDP shall keep EAD informed about the details of resources raised from various development partners for financing this Project.
11.	UNDP shall submit quarterly progress report on budgetary expenditure to reach EAD 15 days after quarter is over, indicating activity wise expenditure & budgetary allocation.
12.	In case reports on (9) to (11) are not delivered on regular basis on time, EAD may consider with-drawal of its approval.
13.	Proposed PRB including its TOR as amended shall form part of the approved document. It will be co-chaired by ACS (Dev), Government of Khyber Pakhtunkhwa and Deputy Country Director (Programmes), UNDP.

14.	Government of Khyber Pakhtunkhwa and PRB shall ensure sustainability of components of the Project executed during post completion phase.
15.	PRB shall keep close watch on funds raised under the Project and expenditure incurred.