United Nations Development Programme

PROJECT DOCUMENT
Pakistan

Project Title: Reforms and Innovation in Government for High Performance (Phase II)
Project Number: 00147159
Implementing Partner: UNDP
Start Date: Jan 01, 2023   **End Date:** December 31, 2026   **PAC Meeting date:** December 23, 2022

Brief Description
Pakistan lags behind in terms of international standards for good governance and human development and has fallen short of fulfilling its constitutional mandate towards its people to ensure their social and economic well-being. The state's ability to improve the lives of its citizens in an inclusive, responsive, and sustainable manner requires concerted policy efforts and institutional capacity building. Reform and Innovation in Government for High Performance (RIGHP) is a governance-oriented project conceived with a view to cater to this need.
The RIGHP I has remained at the forefront of institutional reforms in the federal government for past seven years. Despite political transitions, the project has been successful in keeping the momentum going for governance reforms leading to better services delivery outcomes.
The project now aims to graduate into its second phase, i.e., RIGHP II, with greater emphasis on execution of well-considered reform strategies for systemic improvements leading to efficiency, effectiveness, and accountability in public sector. Through key outputs including institutional strengthening through evidence-based policy planning and implementation, inclusive digital and anticipatory governance, the project will contribute towards social and economic uplifting and improved resilience of citizens of Pakistan including its marginalised communities and women.
The project's scope extends to development across Pakistan in view of its focus on and collaboration with key public sector institutions like Ministry of Planning, Development and Special Initiatives (MoPDSI), Prime Minister Office, Federal and Provincial Ministries and National School of Public Policy along with several corporate entities, civic bodies, and civil society. Key beneficiaries will include general population, marginalized communities, civil servants, policy makers and political leadership.

Contributing Outcome (UNSDCF/ CPD):

CPD Outcome 1: By 2027, the people in Pakistan, especially women, children, the most vulnerable and marginalized, have increased access to fundamental rights, gender equality and fundamental freedom through inclusive, accountable, effective, and evidence-driven governance systems and rule-of-law institutions at all levels of government, contributing to good governance and stability.

CPD Outcome 4: By 2027, more women and girls at greatest risk of being left behind are able to benefit from and contribute to an environment in which they are empowered to exercise their fundamental rights, agency and decision-making power over all aspects, towards lives free from all forms of discrimination, violence and harmful practices.

Indicative Project Output (s) with gender marker:

Project Output 1: Institutional governance and capacities are strengthened through evidence-based policy making and implementation support for improved service delivery. (Gen 2.)

Project Output 2: E-governance and innovation are enhanced in public sector institutions for inclusive digital societies. (Gen 2)

Project Output 3: Risk Governance is integrated in institutional frameworks and mechanisms for better disaster management and resilience (Gen 2)

Total resources required:		USD 6,000,000
Total resources allocated:		
	TRAC :	TBD
	Donor FCDO	USD 657,664
	Government:	TBD
	In-Kind:	-
Unfunded:		USD 5,342,336

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I.   DEVELOPMENT CHALLENGE

Reform efforts in Pakistan have generally centred on technocratic solutions to development problems, emphasizing on polices and resources without sufficiently recognising the importance of, or addressing the need to enhance state capacity through institutional strengthening. Institutions form the core of the overall governance structure through which economic policies are intermediated and translated into economic and social benefits for the public. Weak institutions, lack of accountability, and transparency continue to hamper public sector's performance and the extent of its responsiveness to people's needs. This has resulted in poor public service delivery and restricted access of the poor to basic services leading to long term poverty and aggravated vulnerability of the lowest income groups.

Poorly functioning public sector institutions and weak governance are major constraints to growth and equitable development in many developing countries.[1] Despite making strides in modernization and economic growth, Pakistan has consistently faced human development crisis and governance challenges. Increasing poverty, social and economic inequalities, environmental degradation, and deteriorating health and living standards have obstructed Pakistan's development trajectory. According to the Worldwide Governance Indicators, Pakistan ranks in the 37th percentile at a negative 0.4 on the 2021 estimate on government effectiveness. [2] For regional comparison, India ranked at 62.5, at a positive 0.28, with Bhutan doing even better at 75.5 rank and a score of positive 0.8. In control of corruption, Pakistan's 2021 rank is 23.56 with a negative score of 0.79. Comparatively, India is ahead here as well, despite a negative score (0.29) and at a rank of 46.63. The latest Human Development Report by the UNDP ranks Pakistan in the bottom group of "low development" countries at an HDI index of 0.54 (placing it at 161 out of 191 countries), down by 2 HDI index points since 2015.

Pakistan is 75 years young and is classified as a low-middle-income country with fifth largest population in the world. [3] The country lags behind not only in terms of international standards for good governance and human development indices but has also fallen short of delivering on its constitutional mandate towards its people to ensure their social and economic wellbeing. A staggering 60 percent of country's population is below the age of twenty-five [4] with little economic opportunity or roadmap for integration into the economy of modern world. There are significant asymmetries in access to education, health, and other basic services for different income, ethnic, gender and geographical segments. Only 19 per cent of the population has access to basic education, 54 per cent has access to basic hygiene facilities and 37 per cent has access to clean fuel and technology. [5] Consumer Price Index (CPI) in April 2022 stood at 13.4 per cent, up from 12.7 per cent in the previous month and 11.1 per cent in April 2021. Rising global commodity prices and a steep rise in import bill have led to double-digit inflation, with the middle class enduring the most of inflationary pressures. The pace of food inflation surged 15.6 per cent in urban and 17.7 per cent in rural during the month of April 2022. [6] Fiscal challenges like inadequate revenue mobilisation, rising debt burden and

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[1] http://www1.worldbank.org/publicsector/Reforming.pdf

[2] World Bank's Worldwide governance indicators (WGI). Governance scores range from approximately -2.5 (weak) to 2.5 (strong) governance performance. Percentile rank among all countries ranges from 0 (lowest) to 100 (highest) rank. Government effectiveness reflects perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies.

[3] CPD 2023

[4] CPD 2023

[5] Pakistan Social and Living Standards Measurement (PSLM) 2019-2020

[6] https://www.finance.gov.pk/survey/chapter_22/PES07-INFLATION.pdf

balance of payment distortions have exposed structural weaknesses of the economy. [7] The data also reveals that the total debt and liabilities as a percentage of GDP in FY22 was 89.2pc compared to 85.7pc in FY21. [8]

Pakistan also remains one of the most vulnerable countries to climate change and consequent disasters. The lack of pre-emptive governance strategies and proper coping mechanisms lead to disproportionately high loss of life and public property whenever a natural disaster strikes, an example of which are the current floods in the country. The economic cost of one disaster after the other keeps adding to the woes of an already struggling economy. These disasters also translate into humanitarian crisis especially affecting already marginalized communities of the country, particularly women.

Studies have shown that several facets of inequality and non-inclusion either stem directly from weak institutions or are interlinked. The gender gap in Pakistan widened by 0.7 per cent in 2021, ranking it in the "very low gender equality" countries – 153 out of 156 countries on the Global Gender Gap Index, 2021. [9] One direct source of exclusion of vulnerable and marginalized groups in socio-economic development is the need for an institutional framework that systemically addresses the root causes of exclusion-whether through improved transparency, or state to citizen accountability, or other such policy-based initiatives.

The state's ability to improve the lives of its citizens in an inclusive, responsive, responsible, and sustainable manner requires concerted policy effort and institutional capacity. Appropriate designed capacity building initiatives will not only improve Pakistan's standing in the global governance and human development indices but also uplift the socio-economic conditions of its population. Vision 2025 is an aspirational strategic national development plan, which has a roadmap for addressing these challenges, as well as setting targets for the future. The Vision also recognises democratic governance, institutional reform, and modernisation of public sector as one of the seven pillars of development and growth framework. Vision 2025 incorporates Pakistan's commitment to the Sustainable Development Goals and UN's 2030 Agenda for Sustainable Development. It is also aligned with the international priorities for Pakistan outlined in the United Nations Sustainable Development Cooperation Framework for Pakistan 2023-27, along with the UNDP's country programme (CP) 2023-2027. Pakistan's commitments to earnestly pursue these goals need to be complemented with actionable strategies and systemic improvements in its governance structure.

A prosperous and stable Pakistan is a prerequisite for regional and global peace and stability. The country of 224 million people, with an annual population change of 2%, is an important player in regional growth and security, and can have a tremendous positive impact in G2G cooperation, trade, economic growth, and people exchange. Pakistan is therefore in need of a broad-based reforms agenda anchored in the themes of performance management, institutional strengthening, and capacity building of public sector. Promoting innovation and e-governance for public service delivery, enabling risk resilient governance methods and a more efficient budget execution are some of the areas for urgent consideration. Training, capacity development, and skills enhancement opportunities across the board have been limited due to which there is no serious and systematic effort at capacity upgrading of in-service employees in most public sector departments. An actionable strategy in this regard will require integrating governance more fully and meaningfully into Pakistan's national and provincial development agendas. Without considerable progress on institutional reform and a paradigm shift in its governance approaches, Pakistan is unlikely to witness an improvement in its socio-economic condition.

The RIGHP I has provided critical support to the federal government for key reform initiatives in the last seven years. Despite political transitions, the project has been successful in keeping the momentum going for governance reforms through extensive collaboration and ownership by key government counterparts. In

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[7] https://www.worldbank.org/en/news/press-release/2022/04/19/long-standing-structural-challenges-pose-risks-to-pakistan-s-sustained-growth-world-bank-bi-annual-pakistan-development-

[8] State Bank of Pakistan 2022, https://www.dawn.com/news/1705141

[9] World Economic Forum. Global Gender Gap Report, 2021.

addition to implementing various reforms interventions, the project has also focused on assessments on the barriers to reforms, providing roadmaps and analysis on how reform implementation should proceed. A key lesson learned in the project's first cycle is that abrupt and disruptive structural reforms may not be the best suited approached towards public sector reforms. Strengthening the overall governance framework through small but impactful changes, support for dialogue and consensus and a gradual push towards reforms yield better dividends.

RIGHP I aims to graduate into its second phase, i.e. RIGHP II, with greater emphasis on execution of well-considered reform strategies and systemic improvements leading to improved efficiency, effectiveness, and accountability of public sector. Using previous lessons to course correct and improve future strategy, the project will scale-up some of the previous initiatives and use blueprints developed for reform in consultation with government's stakeholders and technical experts. The project's strategy for the future aims at revitalizing institutions to deliver the core functions of the state i.e., provision of basic services to the citizens in an effective and efficient manner and to promote an enabling and inclusive environment through which all citizens have equal opportunities to participate in the economy. The primary normative and programmatic basis of the project will be the fact that gender equality is universally acknowledged as a crucial element of effective governance and is linked to sustainable development.

Existing institutional arrangements for result-oriented coordination on policy formulation and implementation at federal as well as at provincial level are insufficient and under-utilized. Through its output focusing on evidence-based policy planning and implementation support, the project will not only help reform institutions but also streamline the role of state. This will also include capacity building of civil servants for imparting skills on efficient implementation, performance measurement, and citizen interface for solving public policy challenges.

Technology cultivates greater inclusion by creating economic opportunities through broader and fair access across society. The project envisions to achieve inclusive and gender responsive governance through technology diffusion in government institutions to extend the outreach of development outcomes to the vulnerable and marginalised communities including women. Pakistan has experienced significant growth in information and communications technology, and there is increased policy demand to integrate digitalization into the governance framework. This decision is aligned with UNDP's global digital strategy for 2022-25, as well as the CP 2023-27. Risk governance is another project output stemming from the increasing disaster vulnerability of the country and the need for pre-emptive governance approach for uninterrupted public service delivery during disasters. By incorporating gender differentials in its interventions under the risk governance mandate, the Project will support gender mainstreaming in policies and plans related to disaster preparedness, planning and recovery policies.

The project will continue to balance long term reform needs with short term demand driven urgencies of the government to work towards open, agile, accountable, and future-ready governance institutions and systems to deliver solutions for transparent and equitable service delivery and SDG goals 5, 10 and 16.

II.   STRATEGY

RIGHP has forged strong partnerships in its first cycle. Its existing groundwork is founded in stakeholders' buy-in and ownership by the highest decision-making authorities in the federal and provincial governments. An institutional memory accumulated over the past seven years will provide a wealth of knowledge that can be translated into building blocks for future reform efforts. It is a great advantage that the United Nations is the trusted partner of donors and the Pakistani government due to its unwavering global commitment to maintain impartiality while delivering on development assistance. With a long-standing history of mutual respect and cooperation, UNDP effectively supports the Government of Pakistan in delivering on national priorities. This provides an enabling environment for the project to continue to work in collaboration with donors to take forward the government's agenda on institutional reform.

The project's strategy centres on
- ✓ Enabling performance driven, evidence- based and service oriented public sector management to help governance institutions improve efficiency, and accountability – as performance management becomes institutionalized, every public administrator is accountable for process delivery, monitoring and evaluation and contributes towards improving the quality-of-service delivery.
- ✓ Enhancing the capacity of public administration institutions through civil service reforms to enable institutions to have a more skilled and motivated public service force working to improve policymaking processes to optimize efficiency, ensure inclusiveness and be more responsive. Looking at cost-effective policy alternatives will place less burden on the government exchequer.
- ✓ Promoting e-governance through inclusive solutions to help digital transformation and ultimately an increase in equitable access to services.
- ✓ Integrating risk governance in the institutional mechanisms to cater to the resilience needs of the country while undertaking disaster recovery and relief efforts in such a manner that marginalised communities and women remain a priority.

The RIGHP II will achieve this by leveraging existing and new partnerships at the national and sub-national levels, including include research organizations, civil society, academia, the business community including young and women entrepreneurs, as well as ensuring linkages with national priorities articulated in Vision 2025, Pillar 3 on Governance, institutional reforms and modernization of the public sector and national commitments made in the Sustainable Development Goals (SDGs) 5, 10, and 16. The expected results will also contribute to the following outcomes of UNDP's Strategic Plan 2023-27 and Country Programme 2023-2027

> *UNDP's Strategic Plan Output 5.1.* Democratic governance institutions and systems – including legislative bodies, local governments and electoral management bodies – are strengthened, effective and responsive to people's needs for transparent and equitable service delivery, with a focus on data governance systems and digital solutions.
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> *CP outcome 1*: By 2027, the people in Pakistan, especially women, children, the most vulnerable and marginalized, have increased access to fundamental rights, gender equality and fundamental freedom through inclusive, accountable, effective and evidence-driven governance systems and rule-of-law institutions at all levels of government, contributing to good governance and stability.
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> *CP Outcome 4*: By 2027, more women and girls at greatest risk of being left behind are able to benefit from and contribute to an environment in which they are empowered to exercise their fundamental rights, agency and decision-making power over all aspects, towards lives free from all forms of discrimination, violence and harmful practices.

In the above context, the RIGHP II proposed theory of change statement is formulated below and reflected in Figure 1:

IF: *public sector management in Pakistan becomes performance driven and evidence based*

AND: *its institutional capacity is enhanced through digital and innovative solutions,*

THEN: *the civil service will become efficient, effective and accountable*

Which Will: *lead to effective, inclusive, and responsive governance*

AND: *yield social and economic dividends for its citizens and strengthen Pakistan's resilience to emerging risks and challenges.*
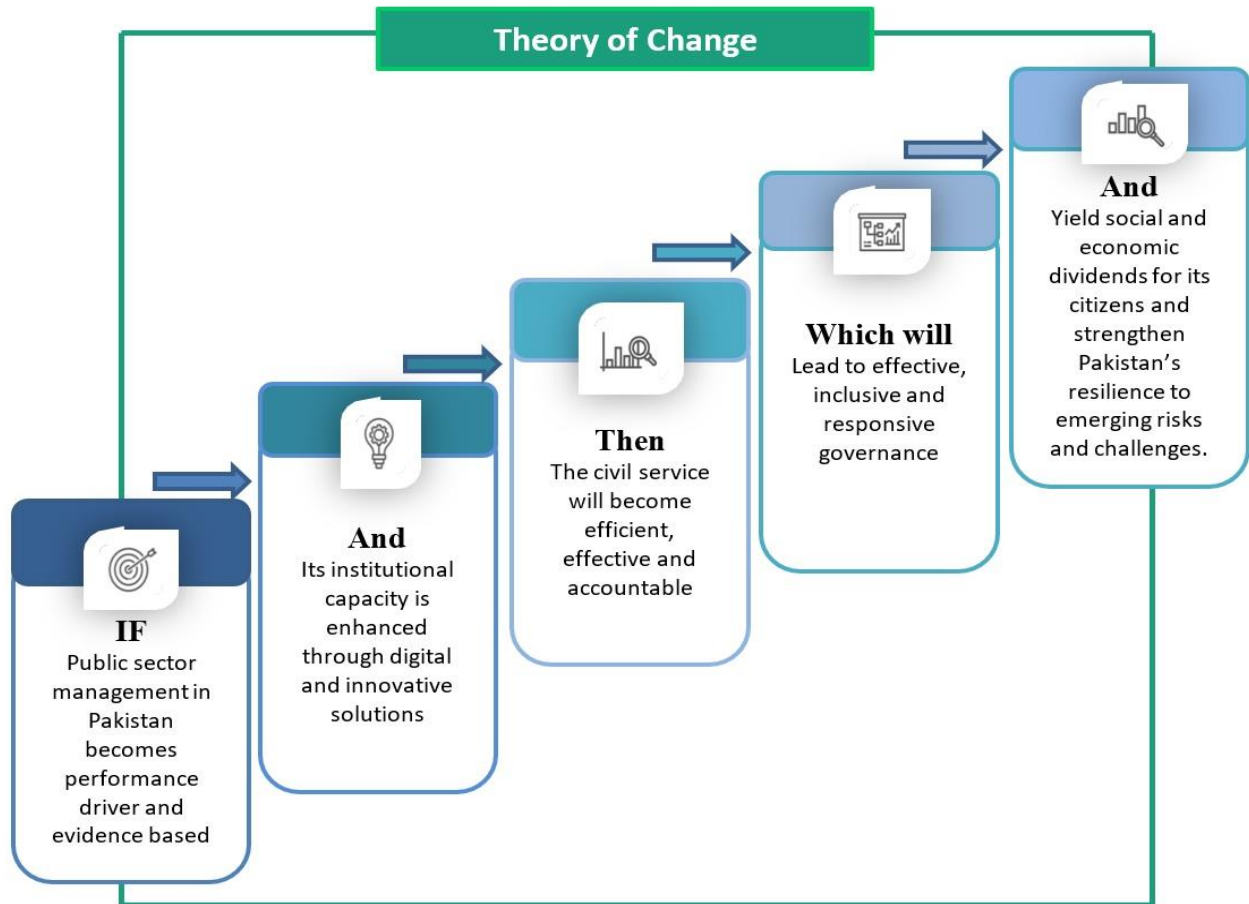
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Project Document

Figure 1. **RIGHP II** *Theory of Change*

The proposed solution pathways described above are formulated in the form of below RIGHP II Outputs which will contribute together towards UNDP SP and CP Outcome areas while using Gender and Digitisation as enablers.

Output 1: Institutional governance and capacities are strengthened through evidence-based policy making and implementation support for improved service delivery

Output 2: E-governance and innovation are enhanced in public sector institutions for inclusive digital societies.

Output 3: Risk Governance is integrated in institutional frameworks and mechanisms for better disaster management and resilience.

The description of RIGHP II outputs and the associated indicators and interventions are presented in the next section.

The RIGHP II interventions will be informed by gender dynamics at all administrative and governance levels. This means developing and implementing actions through gender-sensitive strategies, development and application of tools for gender analysis, mainstreaming gender and boosting gender-responsiveness in

United Nations Development Programme
Project Document

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policies and service delivery at the local level. Special attention will be given to the involvement of marginalised groups across the development cycle, besides sensitizing the government about integration of gender in its systems and functions as a cornerstone of good governance practices.

Improving governance through institutional reforms remains the central theme and major focus of RIGHP II. In order to ensure an endogenously developed and indigenously owned reforms agenda, the project's technical support to the government will be channelled through a three-pronged approach:
a) Continuous engagement with the multiple stakeholders to identify critical reform areas and generate momentum for institutional reforms.
b) Design and implement interventions in a manner that the needs of most vulnerable and marginalised communities including women are considered
c) Lead capacity building efforts to enhance the capacity of governance institutions and ensure sustainability of reforms.

No implementation strategy is complete without considering risk factors. The process of undertaking institutional reforms is not without its risks. It is a slow and painstaking process that needs continuous political commitment and ownership. A serious hurdle in the path for reforms is the lack of incentive for incumbent governments in a political democracy to expend resources on initiatives that yield benefits beyond the election cycle. To overcome these headwinds and insulate project's initiatives from reversal during political transitions, the project uses an incremental and collaborative approach that entails engaging multiple stakeholders from the government every step of the way and achieving broad consensus on reforms. This helps create enclaves of strong institutions in the medium term and allowing the success to be replicated across the country's institutional framework. The project has supported the government in the following broader areas of reforms:
- Improving performance management systems through performance contracting at the federal level.
- Creating an evidence base for government's policymaking.
- Civil service reforms and training for enhanced efficiency.
- Strengthening institutional frameworks for better governance outcomes.

The assumptions critical for expecting change at the output level are:
1. Government remains committed to the process of institutional reforms, and political changes do not derail the process. Ownership and appetite for reforms remain high and unwavering.
2. Donor funds are sufficient for delivering on the commitments under this project, and do not change during the course of the project and
3. The project has recruited the necessary qualified human resources to deliver the activities as per plan and is not deficient in these requirements throughout the project life.

III.   RESULTS AND PARTNERSHIPS

Expected Results

UNDP's RIGHP II Project will contribute towards achieving progress against its three key Outputs in close coordination with relevant UN Agencies, International (bi-lateral and multi-lateral) donors, national and sub-national governments, statutory bodies, private sector and civil-society organisations. The following section details the planned interventions for each project output in Phase II which will address the development challenge and contribute to the UNSDCF, and CP Outcomes stated above.

Project Output 1: Institutional governance and capacities are strengthened through evidence-based rights-based policy making and implementation support for improved and inclusive service delivery

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Indicator 1.1 Extent to which governance capacity of federal and provincial ministries is enhanced through evidence-based policy and strategic planning

Activity Result Area 1.1.1: Performance based management of public sector institutions for improved efficiency and effectiveness

To address the of a lack of robust, transparent performance management system at the federal level, the project supported the Prime Minister Office in conceptualizing, piloting and finalizing Performance Agreements that were signed by the Prime Minister with all 41 Federal Ministries and Divisions for the year 2021. A Peer Review Committee (PRC) was notified a National Information Technology Board (NITB) online portal established for improved coordination and collaborative governance at the level of ministries.

The new government in 2022 has prioritized planning and implementing strategic reforms in seven key areas, identified for the Strategic Roadmap including fiscal stabilization, austerity measures & control of inflation, enhancing the revenue, State Owned Enterprises (SOE) reforms and privatization, export enhancement, Foreign Direct Investment (FDI) promotion, power & gas sector reforms and social protection for the vulnerable stakeholders. The process entails setting targets/performance indicators for the concerned Federal Ministries against a wide range of reforms. These targets are further broken down into quarterly milestones by the ministries. By planning for tangible outcomes from well designed and monitored projects in the reform process, the government can improve its service delivery.

The Project will build on its achievements in introducing performance management system in the federal ministries and continue to support the government in institutionalizing it for improved public sector accountability and performance. By addressing structural bottlenecks that impede prompt decision making and fast track service delivery like inter-ministerial dependency and cutting down on procedural sludge, it will improve efficiency and effectiveness of the government departments.

Key actions will include:
1. Provide technical and operational support to implement and monitor progress on strategic reforms.
2. Provide technical and operational support to build the capacity of the ministries in performance management.

Activity Result Area 1.1.2: Strengthened capacity of public sector for evidence-based policy making

The project has been supporting the Prime Minister's Delivery Unit in analysis of data generated by the Pakistan Citizen's Portal (PCP) to identify systemic causes of public complaints and devising redressal mechanisms. Four million complaints were rigorously analysed and categorized, with recommendations made for administrative, management and policy/legal reforms for identified departments. In phase II, the project will use a phased approach to target 80% of the complaints starting with three departments in the first round, three in the second and third rounds each. The aim is to not just to reduce the volume of complaints but also reduce the average time taken for complaint resolution. The complaint data will be continually analysed for gathering evidence regarding best suited governance solutions and policy interventions.

Key actions will include:
1. Provide technical and operational support to analyse complaint data, reduce number of complaints, and average time for complaint resolution.
2. Propose recommendations for functional and operational governance reforms and policy interventions to improve citizen satisfaction.

Activity Result Area 1.1.3 Civil Service Reform Roadmap is supported for improved service delivery

As one of the most important governance institutions, it has been recognized that civil service reform is critical to institutional reform in Pakistan. The ineffectiveness of the state institutions due to diminishing capacity of civil servants is seriously undermining the economic, social and political development of Pakistan. The components of the complete value chain of civil service including: 1) induction/recruitment (2) training (3) performance management (4) career progression/career planning and promotion (5) compensation and benefits (6) retirement have undergone several attempts at strategic and operational reforms in the past. A Cabinet Committee on Implementation (CCI) and subsequently a Cabinet Committee on Institutional Reforms (CCIR) led and monitored the process, with the support of an Institutional Reforms Cell (ICR) located within the cabinet division. The committee gave several recommendations to the cabinet for approval in cases where consensus was reached. Two task forces on Civil Service Reforms and Restructuring the federal government also supported the effort.

Given the inherently political nature of civil service reform, greater support can be garnered from key interest groups by pushing through reforms that have been approved and are pending at the advanced stage of implementation rather than pursuing measures that will inevitably generate internal resistance to reforms. Like any other institution building, civil service reform is also a continued and adaptive process. The project will continue to support the civil service reform agenda of the government by relying on UNDP principles for effective and inclusive governance and flexible, country suited approaches.

The National School of Public Policy (NSPP) is a primary institution for the pre-service and in-service training of civil servants in Pakistan. Currently, the capacity delivered through a civil service trajectory is generalized in nature, rather than specialized putting civil servants at a disadvantage in a modern bureaucracy where a specialised cadre is required in areas of economic governance, public financial management, revenue administration, and the likes. The project will continue to support the capacity building endeavours of National School of Public Policy and other civil service training institutes for professional capacity buildings of civil servants. Considering several years of continued engagement with the government for training capacity buildings of civil servants, the project is well positioned to assist these public sector organizations in designing modern and need based training programs for civil servants.

Key actions will include:
1. Provide support to civil service reform agenda for improved governance outcomes and better service delivery.
1. Development of training modules for NSPP through Memorandum of Understanding with National Institutes of Management.
2. Provide technical support to the National School of Public Policy and Federal Board of Revenue to develop a state-of-the-art Learning Management System (LMS).

Indicator 1.2: Extent to which implementation capacity of federal and provincial ministries is strengthened to achieve public policy goals

Activity Result Area 1.2.1 Development and implementation of institutional frameworks in MoPDSI, Federal and Provincial Ministries

MoPDSI is the nerve centre for the federal government of Pakistan, mandated with carrying out most of the federal level planning, budget allocation and evaluation of projects. The Public Sector Development Plan (PSDP) is the main tool available to MoPDSI for its developmental planning and also serves as a control to channelize funds and undertake development interventions. There have been efforts to strengthen the monitoring function, however, a more comprehensive approach is required that links accountability to learning and course correction. At present, monitoring of projects misses key elements including processes, activities and outputs and factors in only the inputs at the initial phase while an ex-post evaluation is undertaken after the project's completion. Unless a regular learning, feedback and course correction loop is

United Nations Development Programme

Project Document

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not established, accountability will remain limited for the MoPDSI and its mandate to plan and evaluate public expenditure.

The Planning ministries have a fundamental responsibility to support the federal and provincial governments in economic policy formulation. While each of the ministries through their ministers are responsible for developing sectoral polices, the Planning Ministries have to play a central support and coordinating role in ensuring that these sector policies are not only practical and aligned with sector objectives but are also consolidated across sectors to converge towards overarching objectives of the government. The intervention is aimed at strengthening the policy development and coordination functions to achieve a more evidence based and sectoral- aligned policy and development programme, resulting in better outputs and development outcomes.

The mandate and role of the planning ministries, especially the MoPDSI, have evolved with new functions accorded over time by the government whilst the business processes have remained the same. The demand for a more innovative approach has been articulated that will not only result in redesigned business processes but also help develop an overarching reform agenda for the planning ministries to deliver their functions effectively.

As the core economic policy advisor, the MoPDSI needs to produce credible strategic documents that guide the overall agenda for development and economic growth. The documents such as the national growth strategy, national plans, 5-year plans and vision documents are all parts of this responsibility. However, the past has shown that the approach to producing these documents is more discretionary than process-oriented and this has impacted both the quality and sequential production and consistency of these key documents. Moreover, there has been a tendency to rely on external partners for development of these documents, rather than these being driven internally. Finally, there were strong predicaments on the static nature of these documents and the inability to add dynamic tools – for example, assessment of COVID-19 exogenous was left to external partners with ministry not having any internal economic model to determine the impact. Having a robust and comprehensive model will allow the ministry to bring all sectoral and cross policy dimensions at one place and simultaneously see the impact and trade-off of making certain choices.

The institutional level challenges of capacity and resource depletion of the planning and development institutions underscore a need for re-assessment of the present role and a practical way forward to streamline the system and policies   to improve the efficiency and thus the impact of development planning in the country.

Key actions will include:
1. Provide technical support to Planning Ministries in development of a Results Based Management (RBM) M&E framework which includes M&E policy, tools, and reporting mechanisms.
2. Design processes and mechanisms for technical members and line ministries for improved policy formulation and inter-sectoral coordination
3. Undertake a needs assessment to review and identify critical gaps in the business processes and develop a business process reform strategy for the planning ministries.
4. Develop comprehensive guidelines to establish linkages between the central growth and development strategy and the sectoral plans for alignment between overall targets and sectoral targets.

Output 2: E-governance and innovation are enhanced in public sector institutions for inclusive digital societies.

As the world becomes increasingly complex, and governments try to keep pace with unpredictable disruptions and swift technological advances, investing in the innovative capacity of public institutions has become urgent. The COVID-19 pandemic has shaped the 'what' and 'how' of businesses, creating a new urgency to meeting digital transformation goals since devising digital and innovative solutions post disaster is no longer a possible and viable strategy. With 4.66 billion active Internet users in October 2020, and a

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million more joining every day, digital systems are becoming the default means to interact, produce, consume and understand the world. This is reshaping the very landscape of development. [10]

Rather than being reactive, governments need to be proactive in planning for the future, testing the potential of innovative approaches and solutions and so that consistent improvement of people's lives, particularly women, girls, transgender people and youth, and their empowerment can be realized with or without a crisis. The RIGHP will support the government in areas of governance systems that present particular challenges or opportunities, including enhancing civic space; ensuring rights and equity in digitalization and innovation; addressing discrimination; and empowering women and youth. There is a strong realization in government that innovative solutions to improve inclusive service delivery cannot be imported and must be developed locally by decision-makers and stakeholders, responding to local problems and challenges. UNDP attaches immense importance to the equity/rights-based digital transformation agenda and continues to lend support to the Government in translating its reform agenda to bring about a systemic change which empowers citizens particularly women, transgender people and youth.

Indicator 2.1 Extent to which e-governance and innovative capacities of public sector institutions are enhanced

Activity Result Area 2.1.1 Development and institutionalization of inclusive digital and innovative solutions

RIGHP I has worked on digital interventions to facilitate e-governance by designing and implementing online portals and dashboards. Additionally, the project also supported digital readiness assessment of government institutions and recommended various implementation strategies at various organizational levels. With this foundation, RIGHP II will continue to promote e-governance and enable Pakistan government's future of work readiness through rights/equity based digital and innovative solutions. This output is aligned with UNDSF and Government of Pakistan frameworks on digital transformation and will contribute to the digital solutions envisioned in the UNDP Country Programme (2023-2027) Gender outcome and output.

With a growing focus on inclusion in digital solutions, In Phase II, the project will use a participatory approach to include the input of citizens especially women and marginalized communities in designing user-centred digital solutions. Specifically, the project will expand its e-governance interventions in border management and customs, through digital capacity building of institutions. This includes digital platforms to allow top decision makers access to structured real-time data and people-centred complaint management systems for grievance redress of citizens. on digital platforms.

Key actions will include:
1. Provide technical support for development and deployment of the digital dashboards and complaint management portals.
2. Capacity building of staff to capacitate the workforce to transition toward digitized workflows and responsible/accountable use of technology.
3. Awareness raising among citizens to connect people with the digital services.
4. Undertake digital maturity assessments to help identify the gaps in technology for developing a strategy to prepare the organization's future digital transformation.

Indicator 2.2 Extent to which access to trade and commerce is enhanced for women through capacity building and increased participation

Activity Result Area 2.2.1 Establishment of an incubation and certification program for women entrepreneurs through Pakistan Single Window (PSW)

As the leading public sector entity responsible for the digital transformation of cross border trade and the notified operator of the Pakistan Single Window (PSW) system, PSW is committed to enhancing women

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10 UNDP Strategic Plan 2022-2025

United Nations Development Programme

Project Document

participation in cross border trade through gender responsive trade facilitation measures and various initiatives aimed at maximizing benefits for women involved in cross border trade.

Under the PSW Women Entrepreneurship Program, the project will provide technical and operational support to bring together trainers from PSW, Pakistan Customs, government agencies, banks and service providers to guide and train women entrepreneurs on PSW and other trade related procedures, information and documentary requirements. In addition to training sessions, PSW intends to collaborate with national educational institutions to explore ways of enhancing women participation in professional courses related to cross border trade.

Key actions will include:
1. Collaboration with Women Chambers, Trade Development Authority of Pakistan and other trade organizations for organizing training events and sessions for women entrepreneurs.
2. Provide technical support for developing an incubation program of value-added products and services aimed at women traders and women led businesses.
3. Institute a certification program to develop the skills and business decisions of women entrepreneurs.
4. Collaboration with public and private entities for designing of women-focused policies, products and training programs related to cross border trade.

Output 3: Risk Governance is integrated in institutional frameworks and mechanisms for better disaster management and resilience

The increase of natural disasters, climate change, conflict and the more recent global pandemic COVID-19 has accelerated UNDP's efforts to rethink the model of governance systems so that countries, especially vulnerable ones, are better equipped to deal with the increasing risks in today's world. Historically, Pakistan has placed more emphasis on response and recovery activities than preparedness and mitigation. The recent unprecedented floods in August 2022 have impacted 33 million people, displacing 8 million as a third of the country is under water.[11] More than two million houses have been damaged, and over 3.5 million acres of crops have been lost, with farmlands, orchards, bridges, and road networks destroyed. This type of climate change induced disaster reinforces the need for the government to build resilience by improving national and local disaster risk management and preparedness policies and plans.

Risk informed development is the new configured approach to ensure systemic integration of risk in the government's development policy, planning and budgeting processes. This is essentially a governance process, rooted in the country's political economy context and cognizant of existing inequalities amongst vulnerable populations. Risk-informed governance influences the way in which national and sub-national actors are willing and able to coordinate their actions and reduce disaster-related risk. The RIGHP work will pivot in the next four years to anticipatory and preventive measures to address emerging complexities. The project will introduce anticipatory approaches and better understanding and management of risk to shift the focus of Pakistan's governance framework on the inter-dependencies and inter connectedness of different types of risks, so that ultimately budgeting and financing decisions for development projects stem from these risk assessments. This will be done by bringing together local governments, civil society, private sector and communities to analyse and anticipate challenges of the context.

Indicator 3.1 Extent to which risk governance frameworks are strengthened and integrated at the federal and provincial levels

Activity Result Area 3.1.1 Development of coordination mechanisms at the federal and provincial levels for improved disaster preparedness and resilience

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[11] Pakistan Floods 2022- Post Disaster Needs Assessment, UNDP Pakistan https://www.undp.org/pakistan/publications/pakistan-floods-2022-post-disaster-needs-assessment-pdna-main-report

A risk governance framework plays a critical role for both relief effectiveness and long-term resilient development. To ensure that institutions are better organized to deliver during disasters, the framework provides guidance on how to offset existing inadequacies, establish institutional coordination mechanisms, develop capacities, and define roles and responsibilities of national, provincial and local stakeholders in their respective domains systematically and strategically.

The managerial and coordination capacity of government institutions to manage and integrate the disaster management efforts of relevant sectors is an essential element of risk governance framework and critical for pre-emptive disaster preparedness. Coordination activities and mechanisms are fundamental parts of a risk preparedness plan and must be established before a disaster occurs. Coordination requires harmonization and mutual understanding between different actors and institutions, all of whom are expected to act according to their respective capacities and authority. The intervention aims at strengthening the coordination mechanisms at the federal and provincial levels, broadly including delineation of roles and responsibilities of national and sub-national disaster management structures; establishing legal mandates for implementing agencies; identifying technical skills and capacities; securing finances and allocating resources; and appointing coordination and oversight functions. Establishment of the effective coordination mechanisms to manage disaster will allow effective implementation and align all actors behind a single set of recovery objectives.

Key actions will include:
1. Engage with stakeholders for mapping of coordination mechanisms at intra-institutional, district, provincial and national levels.
2. Support the development of institutional policies and systems in selected districts to guide the risk management process.
3. Organize capacity-building efforts and training on disaster management mechanisms for government officials and members of civil society.

Activity Result Area 3.1.2 Trainings of civil servants in Disaster Risk Management

Pakistan's vulnerability to natural disasters necessitates a paradigm shift from response centric approach to a proactive, holistic and integrated management of disasters with emphasis on prevention, mitigation and preparedness. Inculcating a culture of preparedness of all stakeholders is central to effective resilience. Training of different stakeholders is crucial to achieve this end and in future, efficient disaster response will depend primarily on effectiveness of the training of public sector workforce.

The project aims to develop and institutionalize a training module on DRM and make it an integral part of the training regime of the civil service academy, National Institutes of Management, Administrative Staff College, Defence College, Regimental Centres, and armed forces training institutions. Care would be taken to ensure inclusion of information on gender issues in DRM.

Key actions will include:

1. Consultative sessions with National School of Public policy for Development and integration of module on DRM.
2. Development and Integration of DRM module at various levels of civil service training framework.

Indicator 3.2 Extent to which gender-disaggregated evidence is used to inform risk policies

Activity Result Area 3.2.1 Gender-inclusive Vulnerability Assessment and development of Vulnerability Atlas for gender-responsive disaster risk management

The Post Disaster Needs Assessment Report 2022 prepared by UNDP following the floods in Pakistan provides an overall picture of the effects of floods on the population, physical assets, infrastructure, and service delivery. The assessment estimates total damages to exceed USD 14.9 billion, and total economic

losses to reach about USD 15.2 billion. Estimated needs for rehabilitation and reconstruction in a resilient way are at least USD 16.3 billion, not including much-needed new investments beyond the affected assets, to support Pakistan's adaptation to climate change and overall resilience of the country to future climate shocks. [12]

Disaster risk governance is an emerging approach gaining widespread recognition as a key element in risk context and essentially combines the concepts of prevention, mitigation and preparedness with response, to ensure systemic integration of risk in the government's development policy, planning and budgeting processes. In order to address disaster risk, not only do the underlying drivers of disaster risk need to be addressed to avoid risk generation and accumulation, but also the governance of disaster risk must be strengthened. Disaster and climate risks in development need to be approached not solely through a specialized and stand-alone sector, but rather through strengthened governance arrangements across sectors and territories.

UNDP defines disaster risk governance (DRG) as "the way in which public authorities, civil servants, media, private sector, and civil society at community, national and regional levels cooperate in order to manage and reduce disaster and climate related risks. This means ensuring that sufficient levels of capacity and resources are made available to prevent, prepare for, manage and recover from disasters. It also entails mechanisms, institutions and processes for citizens to articulate their interests, exercise their legal rights and obligations, and mediate their differences" (UNDP, 2013)

The intervention proposes broadening support from an exclusive focus on national/provincial disaster management authorities (NDMAs) to engaging with a wider range of ministries, as well as development planning and budgeting apex agencies such as ministries of planning and finance. Furthermore, it also stipulates systematic engagement of civil society and community based organizations for development of more inclusive and effective risk governance strategies. In-depth and repeated multisectoral engagement will help achieve incremental progress in planning by identifying mutual and dynamic tasks rather than individual and static roles.

The scale of physical, social, economic, and environmental vulnerability of Pakistan's population necessitates a vulnerability assessment as an initial step to support the disaster management process of disaster preparedness, response, recovery and mitigation. A gender-inclusive assessment built on a thorough gender analysis enables a more accurate understanding of the needs, vulnerabilities, and capacities of women and men; and facilitates the design of appropriate and effective programs that meet the specific needs of women and men and recognizes existing capacities. Gender inclusive vulnerability assessment, as well as post disaster assessment will facilitate gender-sensitive disaster risk management and response practices. The assessment would serve as: a) a diagnostic tool to understand gaps and their underlying causes, b) a planning tool to prioritise actions and c) a risk assessment tool to help assess specific risks. The intervention would entail a mapping exercise with the federal and provincial Disaster Management Authorities, Bureau of Statistics and other relevant stakeholders to outline datasets and tools for carrying out the assessment. A number of participatory methods will be used for data collection including historical profiles highlighting trends of past hazards and changes in intensity and nature of hazard, hazard maps, seasonal calendars, direct observation, focus groups with non-governmental organizations and local communities etc.

The data generated from the vulnerability assessment will help develop a vulnerability atlas of people, infrastructure, assets, and services related to their sector. The Atlas will serve as a strategic document to help identify areas in Pakistan that are prone to disasters, the extent of the hazards, the probability and frequency of occurrence and magnitude of their impacts has been launched, to boost the country's preparedness and response to crises and shocks. Using statistics, graphic representation and maps, the Atlas will outline most at-risk communities and give pointers on mitigation measures. Overall, the Vulnerability Atlas will help guide policy and decision-making to enhance coordination of disaster risk

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[12] https://www.undp.org/pakistan/publications/pakistan-floods-2022-post-disaster-needs-assessment-pdna-main-report

reduction and emergency management by contributing to risk-proofing investments, prioritizing resources allocation towards high-risk areas, and pursuing risk-informed development.

Key actions will include:

1. Undertake a gender-disaggregated vulnerability assessment in partnership with National Development Authority, Planning Ministries, Bureau of Statistics, relevant government stakeholders, civil societies and communities.
2. Develop a Vulnerability Atlas based on the assessment data.
3. Based on vulnerability findings from the vulnerability assessment and atlas, develop strategies and propose priority interventions in select districts.

B – Potential/Proposed Partnerships

The results achieved by the project in the first iteration were made possible due to its active and close collaboration with the government counterparts as well as the donor agency. In addition to providing need-based expertise and support, the project's prominent feature has been its engagement with the Federal government in strategic dialogues and consultations on the broad course of reforms and in providing necessary research and expert support to support their implementation. Close partnership and coordination with UKAID/FCDO played an elemental role in this regard. The concerted operational and political dialogue allowed for exploring some crucial potential avenues for subsequent reform, which are further included in the development of the future reform roadmap with FCDO which the project is supporting and contributing to actively.

The project will seek to continue partnerships with the institutions/entities identified in the first phase and explore other prospective collaborations that can contribute to the achievement of project outcomes. The PM Office which is the custodian and point of contact for reforms agenda along with MoPDSI as the primary institution for public sector planning and development work, remain invested in public administration and civil service reforms and will continue to be the main partners to the Project. The project's key assumption of continued buy-in of its work by the government is grounded in the PM Office and MoPDSI's mandate as drivers and owners of public sector reforms, reiterated by the PM's emphasis on governance reforms envisioned in the Strategic Roadmap and Vision 2025. This readiness at the highest level is a positive signal by the current administration to steer the subsequent stages of reforms. The table below provides list of responsible parties grouped by pillar /outcome.

Expected Results/Outputs	Relevant Government Partners
Output 1: Institutional governance and capacities are strengthened through evidence-based policy making and implementation support for improved service delivery.	1. Ministry of Planning, Development and Special Initiatives, 2. Prime Minister Office, 3. Institutional Reforms Cell, 4. Provincial Planning Ministries 5. Federal and provincial government Ministries and Departments
Output 2: E-governance and innovation are enhanced in public sector institutions for inclusive digital societies.	1. Ministry of Planning, Development and Special Initiatives, 2. Federal Board of Revenue 3. Pakistan Customs 4. Pakistan Chambers of Commerce 5. Federal and Provincial governments and ministries

United Nations Development Programme
Project Document

	6. Pakistan Single Window 7. Trade Development Authority 8. Women Chamber of Commerce and Industry 9. UNWOMEN
Output 3: Risk Governance is integrated in institutional mechanisms for better disaster management and resilience	1. National Disaster Management Authority (NDMA) 2. Provincial Disaster Management Authority (PDMA)-Sindh 3. United Nations Office for Disaster Risk Reduction (UNDRR) 4. National School of Public Policy 5. Federal and Provincial governments and ministries 6. Pakistan Bureau of Statistics 7. Local Government Departments 8. Civil society organizations

United Nations Development Programme

PROJECT DOCUMENT
Pakistan

C - Risks and Assumptions

Attached as Annexure 3

D - Stakeholder Engagement

- National and Sub-national Stakeholders: The Project has forged strategic partnership with the highest offices in the Federal Government including the Prime Minister Office and MoPDSI in the first phase. The new phase will continue to have the Ministry of Planning and PM Office as the primary points of contact and lead institutions for steering the design and implementation of public sector reforms undertaken by the project. In addition, the Project will include wide range of national and sub-national actors, including:
  - Federal Ministries and Provincial Line departments
  - National School of Public Policy and other civil service training institutions
  - Disaster Management Authorities including NDMA, PDMA, Planning &Development Departments etc.
  - Federal Board of Revenue/Pakistan Customs
  - Pakistan Chambers of Commerce and Industry
  - Women Chamber of Commerce and Industry
  - Pakistan Bureau of Statistics
  - Pakistan Single Window

- International Development Partners: The project plans to build on its international development partners network to include European Union, USAID and other agencies backing governance reforms in the country.

- Target groups: The project will target the broader citizens as beneficiaries of the outcomes and results achieved including specifically women and girls, traders, entrepreneurs, private sector etc.

E - South-South and Triangular Cooperation (SSC/TrC)

UNDP as a knowledge broker continues to integrate South-South and Triangular Cooperation in its development approach to learn from other countries' experiences and identify workable development solutions and policies. Specifically, the project will collaborate with Regional Bureau of Asia Pacific for knowledge sharing with South-Asian countries (e.g., Bhutan) with similar development needs in public administration related structural and functional reforms. As part of this exercise, the project will offer knowledge products and tailored assistance to interested countries in implementing similar initiatives. Additionally, the project will help foster triangular cooperation between national and international think tanks, academia, UNDP and Planning Commission for learning/development and research. Such partnerships will help in sharing knowledge on policy and institutional issues, targeted thematic areas, and capacity building of key staff. Other relevant SSC/TrC opportunities will be considered further based on the needs of the counterparts.

F - Knowledge
The project aims at producing numerous knowledge products by building upon the evidence drawn from the interventions undertaken in the first phase (data analysis, needs assessments, reports) as well as through consolidation of new insights and analysis generated in the next phase. Some of the programmatic knowledge products would include:
- CPI Survey Report, commissioned under FCDO's Sub National Governance Programme to fill specific knowledge gaps on service delivery in provinces of KP and Punjab and contribute to programme results.
- Knowledge-based datasets derived from the complaints data on Pakistan Citizen Portal to be used as source material for deriving sectoral insights for wider applicability.
- Evaluation of Performance Agreements initiative for UNDP and FCDO programme managers as advisory product to refine future expansion and institutionalization of the initiative.

United Nations Development Programme

Project Document

- Toolkit on performance agreements as guidance material on implementation of performance agreements supplemented by trainings of civil servants.
- Updated Curriculum for National School of Public Policy in Performance Management, Public Financial Management for advancing learning of civil servants in these critical areas:
- Technical papers on risk governance for provincial governments for increased understanding on pre-emptive governance.
- Contributing papers including working papers and concept notes for MoPDSI for improved development policies, programmes, practices, products, skills, and competencies.

To achieve internal and external visibility of project work, the project aims to develop a communication plan for information flow with the project stakeholders. This includes quarterly newsletters for meaningful communication with other projects along with status reports and programme related products to keep relevant stakeholders informed of the programme targets, activities, achievements, and lessons learned. In addition to regular blogs on the UNDP website, the project will continue to develop weekly, monthly, bi-annual and annual reports for internal as well as external consumption.

G- Sustainability and Scaling Up

The project has been supporting the Federal government institutions in strengthening their policy development and functional capacities for ensuring citizens' access to better services in line with the country's development objectives. To maximise results and sustainability, initiatives that were aligned and continually responsive to the needs of the stakeholders were taken up for design and implementation. The experience and lessons learned from the first phase will inform the sustainability strategy of the second phase.

Keeping in view the nature and complexity of reforms process, the sustainability plan of the project is based on two main pillars:

- National and sub-national ownership: The intervention logic adopted by the project when supporting any reform agenda is to undertake extensive consultations with government counterparts for mapping of initiatives that are in sync with the country's major policy and legislative frameworks and demand driven. Reforms need to be aligned with the development needs and strategic priorities of the stakeholders if they are to be sustained. This also helps formulate clear goals and objectives for shared responsibility and success. To ensure long term sustainability, activities that contribute to systemic changes through institutional strengthening and capacity building are included in the project scope as additional safeguards for delivering sustainable results. Any type of support that may create aid dependency or cannot be replicated is avoided.

- Effective engagement with stakeholders: Establishing partnerships and synergies with key stakeholders is central to national ownership of and helps reap benefits of long-term sustainability. The project has been maintaining an effective and constructive network with partners which includes resource mobilization efforts for expansion of the project scope. The efforts in this direction will continue apace in this direction.

The quality and success of the project's work is reflected in the annual reviews/evaluations conducted by the project's primary donor agency FCDO. Owing to the continual ownership of the project's reform efforts by successive governments, FCDO has extended its contribution agreement with the project, allowing it to graduate from the first phase- design and mapping- to the second phase-implementation and institutionalization- and increase its coverage from the Federal to provincial government levels, further attesting the successful scaling up of the project.

United Nations Development Programme

Project Document

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The R&I project will conduct all financial operations and procurement of relevant consultancy services and technical assistance, through the CO which will ensure that all processes take place in accordance with the UNDP rules and regulations as stipulated in the Programme and Operations Policies and Procedures (POPP) and are in line with best international standards. The POPP create safeguards for realization of value for money (VfM) approach in operations of all UNDP projects through consistent, transparent, and detailed procedures. Good practices for cost efficiency and effectiveness while undertaking procurement for interventions include scrutinizing the effectiveness, efficiency, equity, and economy of the planned support/interventions in order to achieve maximum value for money for each intervention. The thorough implementation of the UNDP POPP that is subject to robust internal checks shall be the guarantee for ensuring the economy of the project. The UNDP procurement process allows applicants to compete on a fair, equal and transparent basis. The project procurement staff further ensures the integrity of the procurement process and fairness of UNDP's treatment of all offerors. Specifically, third-party suppliers such as consultants and companies (service providers), contracted for technical assistance through open competition, are selected based on the above principles. Additionally, the Project will continue to deliver on-demand services to the Government to enhance development effectiveness in addressing development challenges.

Project Management

RIGHP II, as a part of UNDP's Democratic Governance Unit (DGU), will be executed with the Direct Implementation Modality (DIM), and the UNDP Country Office teams (DGU with other Operational Teams and Management Support Unit), in accordance with UNDP Programme and Operations Policies and Procedures (POPP), will jointly define responsibilities for: a) planning and supervising project activities and taking decisions; b) Quality Assurance and Oversight, c) Project Risk management including mitigation, d) technical and operational support for implementation of activities; e) monitoring progress and f) commissioning project decentralised evaluation etc. The DIM modality will promote local ownership of results, institutional strengthening through capacity development of government/local stakeholders, south-to-south collaboration, and innovation and learning within UNDP.

Through the DIM modality, UNDP will apply its technical and administrative capacity to assume the responsibility for mobilizing and providing the required inputs to reach the expected outputs. Accordingly, UNDP will follow all policies and procedures established for its programme and operations. The DIM modality will enable UNDP to engage with Responsible Parties/vendors, as well as other UN Agencies based on a written agreement or contract to purchase goods or provide services using the project budget. The Responsible Parties/vendors may manage the use of these goods and services to carry out project activities and produce outputs. All Responsible Parties/vendors are directly accountable to UNDP following the terms of their agreement or contract with UNDP (see Section X Risk Management for legal obligations applicable on Responsible Parties and Vendors).

The project will be implemented in the federal capital as well as at provincial levels; the project does not aim to establish a permanent office in any of the provinces, however, the project will plan and implement its activities in close coordination with UNDP's sub-offices as well as other projects operational in these geographic and thematic areas. Furthermore, the project aims to establish linkages with UNWOMEN and UNDRR in similar thematic and geographical areas. These partnerships and collaborations will lead to cost efficiency and effectiveness by avoiding duplication of efforts.

The Project Management team, led by the National Project Manager (NPM), will be responsible for implementing the recommendations of the Project Review Board (PRB), preparing and implementing the Annual Work Plan and periodic progress reports. The NPM has the responsibility to report regularly on this progress to Assistant Resident Representative (ARR), DGU and other project stakeholders. The DGU

Programme Analyst under the guidance of ARR, DGU, will ensure quality assurance and provide oversight on project results and utilisation of resources. The NPM will manage all contracts/programming instruments with third parties, maintain communication with them and follow up on their reporting requirements as per the overall project monitoring and reporting framework. The Project staff will be based at the UNDP Country Office in Islamabad.

As further detailed below under the Governance and Management Arrangements, the Project Review Board (PRB) will provide strategic guidance and oversight to the Project in accordance with UNDP POPP, with quality assurance, technical discussions, and recommended priorities being provided by the Technical Committee. The composition of these committees will ensure that Project is aligned, responsive, and sensitive to national priorities.

UNDP will ensure that communication and visibility are integrated into project activities (more details in the knowledge products section). The program will detail an agreed communications and visibility strategy, objectives, and activities, including allocated financial resources. UNDP will report on implementing the communication and visibility plan under its standard reporting requirements. As much as possible, a common logo for marketing and branding will be employed as agreed by contributing partners. Subject to the specific Contribution Agreements, a common logo that emphasizes the role of the national actors' identity with the less prominent display of logos of contributing development partners will be the approach. The purpose of this approach is to emphasize sovereign ownership and enhance institutional images while still recognizing the contributions of development partners. In public statements or press releases for the Project, donors will be recognized and acknowledged as funding the Project.

Audits will be conducted following UNDP Financial Regulations and Rules and related audit policies. The audit of DIM projects is made through the UNDP's Office of Audit and Investigation - (OAI). It shall conduct independent, objective assurance and advisory activities in conformity with the International Standards for the Professional Practice of Internal Auditing. Resident Representatives may request OAI to undertake audits of DIM projects as an exception.

V.   RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF/Country Programme Results and Resource Framework:

UNSDCF OUTCOME 5 INVOLVING UNDP CPD#1: By 2027, the people in Pakistan, especially women, children, the most vulnerable and marginalised, have increased access to fundamental rights, gender equality and fundamental freedom through inclusive, accountable, effective and evidence driven governance systems and rule of law institutions at all levels of government, contributing to good governance and stability

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Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

UNSDF Outcome Indicator 5.1. Government effectiveness, rule of law, political stability and accountability

Baseline (2020):

Government effectiveness: -0.5

Political stability: -1.85

Rule of law: -0.7

Voice and accountability: -0.8

Target (2027):

Government effectiveness: -0.3

Political stability: -1.00

Rule of law: -0.5

Voice and accountability: -0.5

Applicable Output(s) from the UNDP Strategic Plan:

Output 1.1. Open, agile, accountable, and future-ready governance institutions and systems in place to co-create and deliver solutions to accelerate transparent and equitable service delivery and SDG achievement

Output 4.1. Empowerment of women, girls, transgender persons and vulnerable and institutional leadership is promoted through gender-responsive policies, programmes, strategies and instruments through the provision of public and private financing and institutional development and strengthening

Indicator 1.1.1 (Integrated Results and Resources Framework – IRRF 2.3.1). Number of national institutions with strengthened public administration and core government functions for:

(a) Improved service delivery

Baseline (2022): 10

Target (2027): 21

United Nations Development Programme

Project Document

Project title and Atlas Project Number:											
EXPECTED OUTPUTS	**OUTPUT INDICATORS[13]**	**DATA SOURCE**	**BASELINE**		**TARGETS (by frequency of data collection)**						
			Value	**Year**	**Year 1 2023**	**Year 2 2024**	**Year 3 2025**	**Year 4 2026**	**Year …**	**FINAL**
Output 1 **Institutional governance and capacities are strengthened through evidence-based policy making and implementation support for improved service delivery.**	*1.1 Extent to which governance capacity of federal and provincial ministries is enhanced through evidence-based policy and strategic planning* *Scale:* *Scale Item 1: No capacity* *The Government recognizes the importance of evidence-based policy but lacks capacity to implement across the board.* *Scale Item 2: Very partial capacity* *2 Work Plans exist – Quarterly trainings conducted to implement work plans, policies and implementation frameworks* *Scale Item 3: Partial capacity* *6 Work Plans exist – Quarterly trainings conducted to implement work plans, policies and implementation frameworks*	Performance management review reports, Government records Pre and Post training assessments	1	2022	2	3	4	4		4

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[13] It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

United Nations Development Programme

Project Document

EXPECTED OUTPUTS	OUTPUT INDICATORS[13]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					
			Value	Year	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year …	FINAL
	Scale Item 4: Capacity largely in place *50% government ministries/divisions have work plans – Quarterly trainings conducted to implement work plans, policies and implementation frameworks* *Baseline* *1: No capacity* *Target* *2- Very partial capacity*									
4	**1.2 Extent to which implementation capacity of federal and provincial ministries is strengthened to achieve public policy goals** *Scale:* *Scale Item 1: No capacity* *Ministries have limited capacity in place to effectively implement performance-centered reforms. Capacity gaps in provinces more evident.* *Scale Item 2: Very partial capacity* *2 Work Plans exist – Quarterly trainings conducted to implement work plans, policies*	Project documents, government records Pre and Post training assessments	1	2022	2	3	4	4		4

United Nations Development Programme

Project Document

EXPECTED OUTPUTS	OUTPUT INDICATORS[13]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					
			Value	Year	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year …	FINAL
	and implementation frameworks *Scale Item 3: Partial capacity* *6 Work Plans exist – Quarterly trainings conducted to implement work plans, policies and implementation frameworks* *Scale Item 4: Capacity largely in place* *50% government ministries/divisions have work plans – Quarterly trainings conducted to implement work plans, policies and implementation frameworks* *Baseline* *1: No capacity* *Target* *2- Very partial capacity*									
Output 2 **E-governance and innovation are enhanced in public sector institutions for inclusive digital societies**	**2.1 Extent to which e-governance and innovative capacities of public sector institutions are enhanced** *Scale:* *Scale Item 1: No capacity* *Ministries have limited capacity in place to effectively utilize digital mechanisms for*	Government records, project documents Pre and Post training assessments	1	2022	2	3	4	4		4

United Nations Development Programme

Project Document

EXPECTED OUTPUTS	OUTPUT INDICATORS[13]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					
			Value	Year	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year ...	FINAL
	government transparency, accountability and responsiveness.									
	Scale Item 2: Very partial capacity									
	2 Work Plans exist – Quarterly trainings conducted to implement work plans, policies and implementation frameworks									
	Scale Item 3: Partial capacity									
	6 Work Plans exist – Quarterly trainings conducted to implement work plans, policies and implementation frameworks									
	Scale Item 4: Capacity largely in place									
	50% government ministries/divisions have work plans – Quarterly trainings conducted to implement work plans, policies and implementation frameworks									
	Baseline									
	1: No capacity									
	Target									
	2- Very partial capacity									
	2.2 Extent to which access to trade and commerce is enhanced for women	Workshop reports, Pre and Post								

United Nations Development Programme

Project Document

EXPECTED OUTPUTS	OUTPUT INDICATORS[13]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					
			Value	Year	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year ...	FINAL
	through capacity building and increased participation *Scale Item 1: No access* *Women entrepreneurs are at a distinct disadvantaged position vis-à-vis access to, and inclusion in, trade and ecommerce opportunities.* *Scale Item 2: To a small extent* *Establishment of an incubation and certification program for women entrepreneurs through Pakistan Single Window (PSW)* *Scale Item 3: To some extent* *100 women entrepreneurs trained and certified in use of digital portals* *Scale Item 4: To a large extent* *300 women entrepreneurs trained and certified in use of digital portals; 20 master trainers trained* *Baseline* *1: No access*	training assessments								

United Nations Development Programme

Project Document

EXPECTED OUTPUTS	OUTPUT INDICATORS[13]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					
			Value	Year	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year …	FINAL
	Target *2- To some extent*									
Output 3 **Risk Governance is integrated in institutional frameworks and mechanisms for better disaster management and resilience**	**3.1 Extent to which risk governance frameworks are strengthened and integrated at the Federal and Provincial levels** *Scale Item 1: Not at all* *No risk governance framework exists with clear delineation of responsibilities between federal and provincial government* *Scale Item 2: To a small extent* *Coordination mechanisms put in place as first phase of Risk governance framework development* *Scale Item 3: To some extent* *Coordination mechanisms implemented in at least 2 districts* *Scale Item 4: To a large extent* *Federal government and at least one provincial government ministries/divisions have work plans – Quarterly trainings conducted to implement risk governance frameworks*	Government records, project documents	1	2022	2	3	4	4		4

United Nations Development Programme

Project Document

EXPECTED OUTPUTS	OUTPUT INDICATORS[13]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					
			Value	Year	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year ...	FINAL
	Baseline *1: Not at all* *Target* *2- To a small extent*									
	3.2 Extent to which gender-disaggregated evidence is used to inform risk policies *Scale Item 1: Not at all* *Risk policies are not developed or informed by gender disaggregated data and evidence* *Scale Item 2: To a small extent* *Gender disaggregated data collected for at least one district* *Scale Item 3: To some extent* *Policy frameworks based on gender disaggregated data and evidence developed for at least one district* *Scale Item 4: To a large extent* *Federal government and provincial*	Government records, project documents	1	2022	2	3	4	4		4

United Nations Development Programme

Project Document

EXPECTED OUTPUTS	OUTPUT INDICATORS[13]	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					
			Value	Year	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year …	FINAL
	governments have work plans – Quarterly trainings conducted to implement work plans, policies and implementation frameworks *Baseline* *1: Not at all* *Target* *2- To a small extent*									

VI.   MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (If joint)	Cost (If any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		0
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		5,000
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		5,000
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Bi-Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		10,000
Review and Make Course	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the		0

United Nations Development Programme

Project Document

Corrections			project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			5,000
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		10,000

Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CP Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term Evaluation	UNDP	1	1,4	2024	FCDO, MoPDSI	10,000
End-of-term Evaluation	UNDP/FCDO	1	1,4	2026	FCDO, MoPDSI	20,000

VII.　MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2023	2024	2025	2026		Funding Source	Budget Description	Amount
Output 1: *Institutional governance and capacities are strengthened through evidence-based policy making and implementation support for improved service delivery.* *Gender marker: 2*	Activity Result Area 1.1.1: Performance based management of public sector institutions for improved efficiency and effectiveness	100,000 (80,000 available 2023)	120,000	150,000	150,000	UNDP	FCDO, Unfunded	Individual Consultants	520,000
	Activity Result Area 1.1.2: Strengthened capacity of public sector for evidence-based policy making	100,000 (40,000 available 2023)	120,000	120,000	100,000	UNDP	FCDO, Unfunded	Individual Consultants	440,000
	Activity Result Area 1.1.3 Civil Service Reform Roadmap is supported for improved service delivery	70,000 (95,000 available 2023)	140,000	100,000	80,000	UNDP	FCDO, Unfunded	Individual Consultant, Training Workshop	390,000
	Activity Result Area 1.2.1 Development and implementation of institutional frameworks in MoPDSI, Federal and Provincial Ministries	100,000 (20,000 available 2023)	120,000	150,000	70,000	UNDP	FCDO, Unfunded	Individual Consultants	440,000
	Sub-Total for Output 1	**370,000 (235,000 available 2023)**	**500,000**	**520,000**	**400,000**				**1,790,000**
Output 2: *E-governance and innovation are enhanced in public sector institutions for inclusive digital societies.* *Gender marker: 2*	Activity Result Area 2.1.1 Development and institutionalization of inclusive digital and innovative solutions	100,000 (50,000 available 2023)	125,000	125,000	100,000	UNDP	FCDO, Unfunded	Individual Consultants, Firm – Contractual services	450,000
	Activity Result Area 2.2.1 Establishment of an incubation and certification program for women entrepreneurs through Pakistan Single Window (PSW)	150,000 (10,000 available 2023)	125,000	70,000	70,000	UNDP	Unfunded	Individual Consultants	415,000

United Nations Development Programme

Project Document

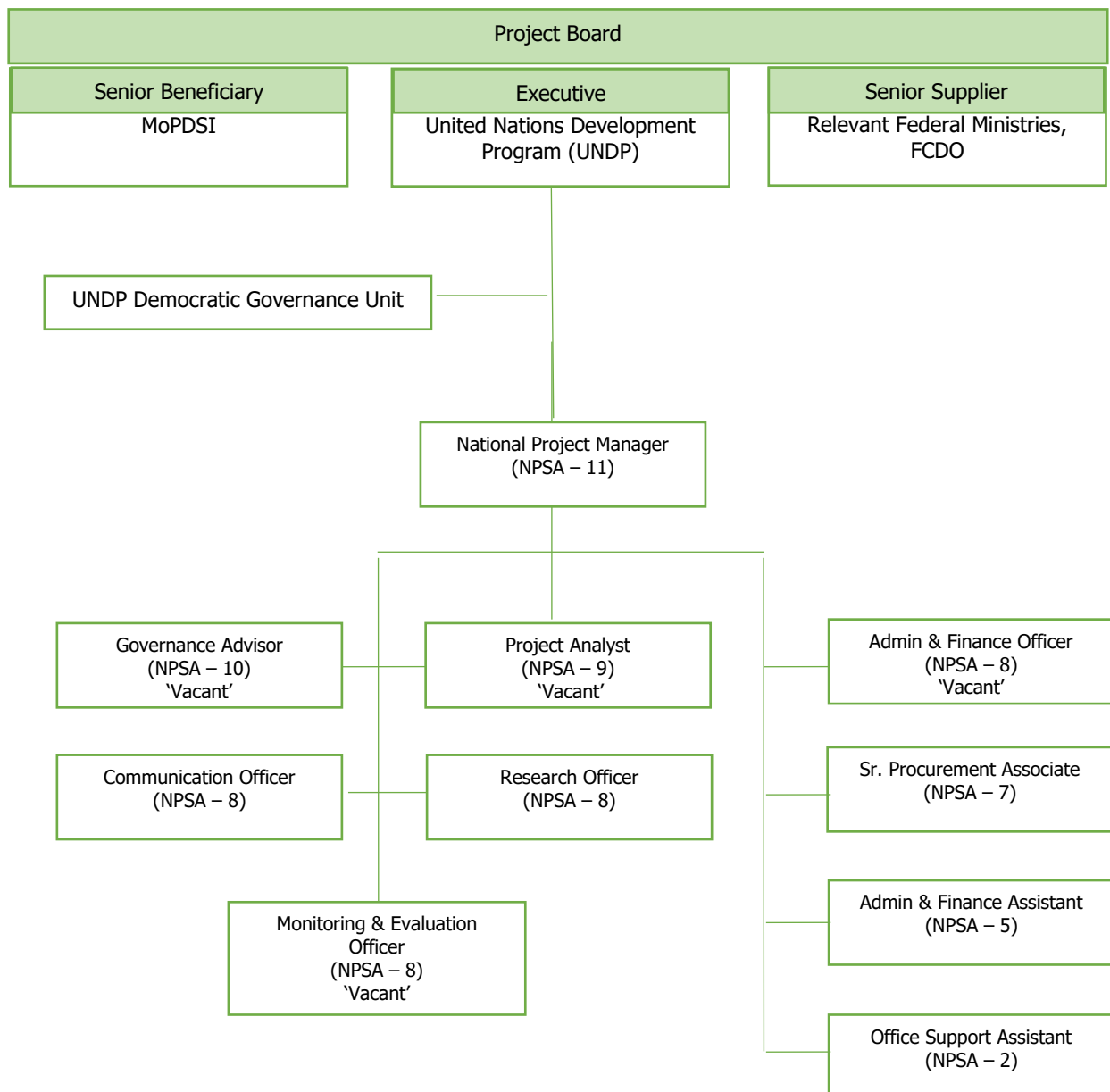| EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		2023	2024	2025	2026		Funding Source	Budget Description	Amount
	Sub-Total for Output 2	250,000 (60,000 available 2023)	250,000	195,000	170,000				865,000
Output 3: *Risk Governance is integrated in institutional frameworks and mechanisms for better disaster management and resilience* *Gender marker: 2*	Activity Result Area 3.1.1 Development of coordination mechanisms at the federal and provincial levels for improved disaster preparedness and resilience	120,000 (40,000 available 2023)	150,000	200,000	250,000	UNDP	FCDO, Unfunded	Individual Consultants	720,000
	Activity Result Area 3.1.2 Trainings of civil servants in Disaster Risk Management	50,000 (18,193 available 2023)	75,000	100,000	150,000	UNDP	Unfunded	Individual Consultants, Firm – Contractual services	375,000
	Activity Result Area 3.2.1 Gender-inclusive Vulnerability Assessment and development of Vulnerability Atlas for gender-responsive disaster risk management	100,000 (50,000 available 2023)	150,000	150,000	185,185	UNDP	FCDO, Unfunded	Individual Consultants	585,185
	Sub-Total for Output 3	270,000 (108,000 available 2023)	375,000	450,000	585,185	**TOTAL**			1,680,185
	Sub- Total	890,000	1,125,000	1,165,000	1,155,185	**TOTAL**			4,335,185
Staffing and operations, including DPC		280,000 (210,566 available 2023)	300,000	320,000	350,000	**TOTAL**			1,250,000

United Nations Development Programme

Project Document

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPON SIBLE PARTY	PLANNED BUDGET		
		2023	2024	2025	2026		Funding Source	Budget Description	Amount
	TOTAL	1,170,000	1,425,000	1,485,000	1,505,185				5,585,185
	GMS 8%	85,600	106,000	110,800	112,415				414,815
TOTAL									6,000,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The Project will be implemented directly by UNDP under a DIM modality in close collaboration with national and sub-national partners and will formally commence after approval and formal signature by the Government of Pakistan (GoP) and UNDP. The Democratic Governance Unit at UNDP Pakistan will provide quality assurance and oversight role in accordance with UNDP Programme and Operations Policies and Procedure (POPP), working closely with other relevant project teams within the Country Office. The principal institutional beneficiaries of the Project are the Ministry of Planning, Development and Special Initiatives, Federal and Provincial Ministries, civil-society and private sector stakeholders.

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                              Project Board

  Senior Beneficiary            Executive            Senior Supplier
       MoPDSI           United Nations Development  Relevant Federal Ministries,
                            Program (UNDP)                  FCDO


  UNDP Democratic Governance Unit


                          National Project Manager
                               (NPSA – 11)


  Governance Advisor        Project Analyst        Admin & Finance Officer
    (NPSA – 10)               (NPSA – 9)                (NPSA – 8)
     'Vacant'                 'Vacant'                   'Vacant'

 Communication Officer      Research Officer        Sr. Procurement Associate
    (NPSA – 8)               (NPSA – 8)                  (NPSA – 7)

                                                   Admin & Finance Assistant
                                                        (NPSA – 5)
  Monitoring & Evaluation
        Officer
       (NPSA – 8)
        'Vacant'                                    Office Support Assistant
                                                        (NPSA – 2)
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The Project Management Unit (PMU) will ensure implementation of the Project by undertaking activities related to planning and implementation, scheduling, procurement, finance, and reporting. PMU will have three core functions:

1. Implementation of outputs and approved in the project Annual Work plan (AWP)
2. Management and implementation of each of the project output. It will be responsible for results-based management and reporting of the project. It will also provide a clearing house mechanism for information, communication, monitoring and evaluation, and policy and action research. The PMU will coordinate with the implementing partners and consolidate the Annual Work Plan, budget and subsequent reporting and submit to the Project Review Board for approval.
3. The PMU will serve as the secretariat to the Project Review Board and as such the convenor of the relevant stakeholders' consultations.

A Project Review Board (PRB) will be set up to provide overall direction and strategic guidance to the project. The PRB will be responsible for making by consensus, management decisions for the project and holding periodic reviews however UNDP POPP guidelines will be followed for project board functionality where UNDP Resident Representative will make final decision in cases where consensus is not achieved through the project board. The PRB will be co-chaired by UNDP and Ministry of Planning, Development and Special Initiatives. The other members may include EAD, donors, representatives from relevant government ministries and departments, think tanks and academia, if necessary. The PRB meeting may be convened at least twice a year; at the beginning of each year to approve the annual work plan and review progress of the preceding year and mid-year for current year progress review. Any additional meetings could be convened, if required.

IX.   LEGAL CONTEXT

The project document shall be the instrument envisaged and defined in the **Supplemental Provisions** to the Project Document, attached hereto and forming an integral part hereof, as "the Project Document".

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X.   RISK MANAGEMENT

1. UNDP, as the Implementing Partner, will comply with the policies, procedures, and practices of the United Nations Security Management System (UNSMS.)

2. UNDP, as the Implementing Partner, will undertake all reasonable efforts to ensure that none of the [project funds]14 [UNDP funds received pursuant to the Project Document]15 is used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements under this Project Document.

3. Social and environmental sustainability will be enhanced through the application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and program-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or

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14 To be used where UNDP is the Implementing Partner.

15 To be used where the UN, a UN fund/program, or a specialized agency is the Implementing Partner

United Nations Development Programme

Project Document

mitigation plan prepared for the Project or program to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP, as the Implementing Partner, will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies, and procedures.

6. All signatories to the Project Document shall cooperate with any exercise to evaluate any program or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. UNDP, as the Implementing Partner, will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:

    a. Consistent with Article III of the Supplemental Provisions to the Project Document, the responsibility for the safety and security of each responsible party, subcontractor, and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipients' custody, rests with such responsible party, subcontractor, and sub-recipient. To this end, each responsible party, subcontractor, and sub-recipient shall:

        i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the Project is being carried;

        ii. assume all risks and liabilities related to responsible parties, subcontractors, and sub-recipients' security and the full implementation of the security plan.

b. UNDP reserves the right to verify whether such a plan is in place and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible parties, subcontractors', and sub-recipients' obligations under this Project Document.

c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

    (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").

    (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities)

that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

(i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;

(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;

(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;

(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and

(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

g. Each responsible party, subcontractor, and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, or corruption, by its officials, consultants, subcontractors, and sub-recipients in implementing the Project or program or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud, and anti-money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor, and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices, (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor, and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programs and projects. Each responsible party, subcontractor, and sub-recipient will provide its full cooperation, including making available personnel and relevant documentation and granting access to its (and its consultants', subcontractors', and sub-recipients) premises for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

j. Each responsible party, subcontractor, and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds or credible allegation of fraud, corruption other financial irregularities with due confidentiality. Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly notify UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI on the status of, and actions relating to, such investigation.

k. UNDP will be entitled to a refund from the responsible party, subcontractor, or sub-recipient of any funds provided that have been misused, including through fraud or corruption, or otherwise paid other than following the terms and conditions of this Project Document. UNDP may deduct such amount from any payment due to the responsible party, subcontractor, or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's, or sub-recipient obligations under this Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.
Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

l. Each contract issued by the responsible party, subcontractor, or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions, or other payments other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

m. Should UNDP refer to the relevant national authorities for appropriate legal action regarding any alleged wrongdoing relating to the Project or program, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover, and return any recovered funds to UNDP.

n. Each responsible party, subcontractor, and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, mutatis mutandis, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI.   ANNEXES

1. **Project Quality Assurance Report (Design and Appraisal)**

2. **Social and Environmental Screening** including additional Social and Environmental Assessments or Management Plans as relevant.

3. **Risk Log**

4. **Conflict Sensitivity Checklist**

5. **Supplemental Provisions to SBAA**

6. **Gender Analysis**

7. **Project Board Terms of Reference and TORs of key management positions.**

Project Review Board (PRB) Terms of Reference

1. All UNDP programmes and projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and address implementation issues to ensure quality delivery of results. In crisis contexts where constraints prevent the government from being able to participate in relevant programme and/or project boards, the Regional Bureau can grant approval for modified oversight mechanisms, taking risks and stakeholders into account.

2. Programme oversight occurs through the country programme board, which is typically the joint national/UN steering committee used to monitor the Cooperation Framework but may be a dedicated board for the UNDP country programme. The board is a mechanism for consultation and consensus-based decision-making on programme issues. It is responsible for oversight of UNDP country programme implementation as well as its contribution to the Cooperation Framework. The board, at a minimum, comprises the heads (or their designated representatives) of the government coordinating agency and UNDP Resident Representative or head of office. If consensus cannot be reached within the joint national/UN steering committee, final authority on programmatic and financial decisions rests with the Resident Representative.

3. If the country does not have a Cooperation Framework, a national mechanism for programme oversight should be used, if one exists. In all other cases, including for global and regional programmes, a UNDP programme board must be set up for programme oversight.

4. To acknowledge the national ownership of all development results, the programme board must coordinate with relevant national mechanisms where possible, and partner within a coordinated mechanism covering all initiatives relevant to the corresponding outcome. Parallel mechanisms should not be set up for coordination where national ones exist.

5. Project oversight is done through a project board, a multi-stakeholder governance mechanism that may also called a project steering committee or joint programme steering committee. The project document will state the required frequency of project reviews. Multiple projects in a portfolio may use the same board/committee for oversight, and existing mechanisms may be used, as long as the required composition and oversight functions are met. Joint results group boards may also be used, as long as individual projects are reviewed.

6. The engagement facility and provision of services are governed through programme management oversight, and do not require separate oversight arrangements. For the provision of services, UNDP participates in any relevant oversight mechanisms of partners in accordance with signed partnership agreements.

Functions of Oversight Mechanisms

7. Programme and project boards meet at designated decision points, at least once per year for an annual review, or as necessary. The purposes are to:
    a. Provide overall guidance and direction and agree on adjustments within provided tolerance levels (see Manage Change);
    b. Assess the achievement of results in the context of the Cooperation Framework and national results/outcomes;
    c. Assess the quality of programming against the quality criteria for Cooperation Framework and UNDP programming;
    d. Assess risks to the programme or project, and agree on management actions and resources to address them effectively; and
    e. Identify and address operational issues of programme and project implementation, including those that could lead to revisions of the Cooperation Framework, or country programme or project if required.

8. In crisis settings, programme and project boards may meet virtually, through an exchange of letters, or remotely through teleconference.

United Nations Development Programme

Project Document

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9. Assurance is the responsibility of each board member. The assurance role supports respective board members in carrying out oversight and monitoring functions. This role ensures appropriate management milestones are managed and completed.

10. An annual review meeting should take place at the time of year most effective for reviewing results and making decisions. It should verify that the recommendations of the previous review were appropriately followed up and make recommendations to overcome any new issues or seize opportunities identified. Recommendations also support the preparation of inputs into the UNDP Results-Oriented Analysis Report and other reporting required by stakeholders/donors. Changes that could adversely impact the achievement of already approved results or that could result in a (re)allocation of earmarked resources are considered amendments that must be submitted to the regional bureau for review.

11. The project board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. It reviews evidence on project performance based on monitoring, evaluation, and reporting, including progress reports and the combined delivery report. The project quality assurance report and donor, UN pooled fund or vertical fund reports should be discussed with the board, along with management actions to improve quality. Board decisions are made in accordance with standards to ensure management for development results: best value for money, fairness, integrity, transparency, and effective international competition. In case a consensus cannot be reached within the board, a final decision shall rest with the UNDP programme manager, the Resident Representative, or staff member with delegated authority as the programme manager.

12. The project board is consulted when a project manager's tolerances (normally in terms of time and budget) have been exceeded. There is a tolerance for failure, as long as it: (a) results in timely course correction that improves the design of the project, and (b) leads to explicit learning that is shared within UNDP and among external partners. The board authorizes any major deviation from the approved multi-year workplan and decides on project changes through appropriate revisions. It ensures that required resources are committed, arbitrates any conflicts in the project, and negotiates any issues between the project and external bodies. In addition, it approves the appointment and responsibilities of the project manager and any delegation of project assurance responsibilities. Potential members of the project board are reviewed and recommended for approval during the project appraisal committee meeting. Representatives of other stakeholders can be included on the board as appropriate.

The PRB will be a high-level oversight and decision-making body guided by the country's commitment to promote the protection and promotion of human rights for all people living in Pakistan. The PRB will ensure that the Government of Pakistan's and the Development Partners' strategic efforts are harmonized and prioritized, responsive to the interests of all the project's target beneficiaries, particularly focusing on the most vulnerable populations in Pakistan.

The principal role of the PRB is to oversee the strategic priorities and progress of the Project, ensure the coordination of Project activities and priorities, and provide a forum for high-level decision-making and oversight.

While the PRB has important quality assurance review and strategic guidance functions, it is not aimed at detailed technical oversight or as a Mechanism to ensure accountability of the implementing party to the donors. The Technical Committee will undertake these detailed functions, which will report to the PRB.

Mandate

The PRB will:

- Provide high-level decision-making and strategic oversight to the Project;

- Monitor the progressive achievement of the Project milestones and objectives;
- Review quarterly and annual narrative and financial reports of the Project;
- Provide high-level quality assurance review for Project results;
- Approve plans and reports submitted by UNDP that have been previously reviewed by the Technical Committee;
- Monitor progress and provide guidance on the long-term sustainability of the Project's achievements;
- Review and approve any significant revisions to the Project based on consideration of the recommendations from the Technical Committee; and
- Monitor strategic risks and implement risk mitigation measures, if required and as recommended by the Technical Committee.

Decision making

The decisions within the PRB will preferably be taken by consensus. However, in the absence of a consensus, final authority on decision rests with the RR, National Programme Manager or Staff Member with delegated authority.

The R&I Project team will be responsible for executing actions approved by the PRB and included the Annual Work Plan (AWP). Assurance support will be carried out by the Democratic Governance Team, working closely with relevant teams within the Country Office.

Membership

The standing membership of the PRB will include the following:

- UNDP as Executive: UNDP Resident Representative
- Senior Supplier: Secretary, Ministry of Planning, Development and Special Initiatives
- Senior Beneficiary

The PRB will be Chaired by UNDP and co-chaired by MoPDSI and may include other representatives from FCDO, Economic Affairs Division, Finance Division, Cabinet Division and Establishment Division.

PRB Meetings

The PRB will meet in Islamabad once a year for approval of the Annual Work Plan for the subsequent year.