

PROJECT DOCUMENT**Pakistan**

Empowered lives.
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Project Title: National Initiative for Sustainable Development Goals

Project Number: 00093481

Implementing Partner: UNDP

Start Date: January 2016 **End Date:** 31 December 2020 (05 Years) **PAC Meeting date:** 23 February 2016


Brief Description

In September 2015, national governments across the world adopted the 2030 Agenda for Sustainable Development. This global “plan of action for people, planet and prosperity” is anchored on 17 Sustainable Development Goals (SDGs), the agenda’s monitoring framework that captures universal aspirations across three dimensions of sustainable development: economic and social development and environmental protection.

The National Initiative on SDGs supports the Government of Pakistan (federal and provincial) in localizing the SDGs in Pakistan, at the national and sub-national levels, and in creating an enabling environment for its implementation. The project has four interlinked, mutually reinforcing outputs: (1) plans, policies and resource allocation aligned to 2030 Agenda; (2) SDGs monitoring and reporting strengthened; (3) financing flows increasingly aligned to 2030 Agenda; and (4) innovative approaches applied to accelerate progress on priority SDGs. The project includes activities at federal, provincial and district level involving multiple stakeholders and facilitating vertical and horizontal coordination.

Contributing Outcome (CPD): Outcome 1: (UNSD Outcome 9): Increased effectiveness and accountability of governance mechanisms Output 9.3: Through active citizen engagement, national/provincial governments shape public policy priorities and establish planning, financing and monitoring mechanisms, facilitating implementation of the Sustainable Development Goals.	Total resources required:	US\$31 million	
		Planning Commission	US\$5 million
		Govt. of Punjab	US\$2 million
		Govt. of Sindh	US\$3 million
		Govt. of Balochistan	US\$2.5 million
		Govt. of Khyber Pakhtunkhwa	US\$3 million
	Unfunded:	US\$15.5 million	

Agreed by


 Ignacio Artaza, Country Director, UNDP

Date: 12/10/2016

Country Context

Pakistan's GDP per capita increased from USD 542 to 793 between 1990 and 2013 with growth rates averaging around 4.0% per year. Pakistan has achieved tremendous success in reducing income poverty. Consumption based poverty, using the new poverty line launched in 2016, dropped from 57.9% to 29.5% between 1998/99 and 2013/14. Using the old FEI methodology only 9.3 percent people are found below poverty line in 2013-14 which means 17 million people were living below the old poverty line². The multidimensional poverty – which takes into account deprivations in multiple indicators across the three dimensions of living standards, health, and education – fell from 55.2 percent to 38.8 percent between 2004/05 and 2013/14.³

Despite the relatively high growth rate and impressive poverty reduction, Pakistan's progress towards the Millennium Development Goals (MDGs) was not satisfactory. Of the 16 targets and 41 indicators against which progress towards achieving MDGs was measured, time series data available for 31 indicators revealed that Pakistan achieved targets for only three indicators. In contrast, Pakistan was on track to achieve the targets on only 7 indicators, whereas its progress on 24 indicators was off track. Except for poverty, Pakistan couldn't register notable progress on some of the most critical indicators for development such as maternal mortality, infant mortality and enrolment ratios. Besides, the progress was even across regions. The table below provides a snapshot of the performance on MDGs.

Indicators	Target	National Value	Progress
Goal 1: Eradicate Extreme Poverty and Hunger			
Proportion of population below the calorie based food plus non-food poverty line	13	9.3 (2013-14)	Achieved
Proportion of population below the calorie based food plus non-food poverty line (As per new poverty line base on Cost of Basic Needs adopted in 2016)		29.5 (2013-14)	
Prevalence of underweight children under 5 years of age	<20	31.5 (2011)	Off track
Proportion of population below minimum level of dietary energy consumption	13	30 (2001-02)	Off track
Goal 2: Achieve Universal Primary Education			
Net Primary Enrolment Ratio (%)	100	67 (2014-15)	Off track
Completion/Survival rate - Grade 1 to 5 (%)	100	52 (2014-15)	Off track
Literacy rate (%)	88	60 (2014-15)	Off track
Goal 3: Promote Gender Equality and Women's Empowerment			
Gender Parity Index (GPI) Primary Education	1.00	0.88 (2014-15)	Off track

² Economic Survey of Pakistan 2015-16

³ Multidimensional Poverty Report 2016

Gender Parity Index (GPI) Secondary Education	0.94	0.84 (2014-15)	Off track
Gender Parity Index (GPI) Youth Literacy	1.00	0.82 (2014-15)	Off track
Share of women in wage employment	14	10.45 (2010-11)	Off track
Proportion of seats held by women in National Assembly	n/a	20.6% (70 seats – current status)	
Goal 4: Reduce Child Mortality			
Under 5 Mortality Rate (Deaths per 1000 live births)	52	89 (2012-13)	Off track
Infant Mortality Rate (Deaths per 1000 live births)	40	74 (2012-13)	Off track
Proportion of fully immunized children 12-23 months	>90	82 (2014-15)	Off track
Proportion of under 1 year children immunized against measles	>90	61.4 (2012-13)	Off track
Proportion of children under 5 who suffered from diarrhea	<10	9 (2014-15)	Achieved
Goal 5: Improve Maternal health			
Maternal mortality ratio per 100,000 live births	140	276 (2012-13)	Off track
Proportion of births attended by skilled birth attendants	>90	58 (2014-15)	Off track
Contraceptive Prevalence rate	55	35.4 (2012-13)	Off track
Total fertility rate	2.1	3.8 (2012-13)	Off track
Proportion of women 15-49 who had given birth during the last 3 years and made at least one antenatal consultation	100	73 (2014-15)	Off track
Goal 6: Combat HIV/AIDS, Malaria and other diseases			
HIV prevalence among vulnerable groups	Based line reduce by 50%	IDU=21 FSW=0.8 MSW=3.1 HSW=7.3 (2010-11)	Off track
Proportion of population in malaria risk areas using effective prevention and treatment measures	75	40 (2010-11)	Off track
Incidence of TB/100,000	45	230 (2010-11)	Off track
TB cases detected and cured under DOTS	85	91 (2009-10)	Achieved
Goal 7: Ensuring Environmental Sustainability			
Forest cover (%)	6	5 (2011-12)	Off track
Land areas protected for conservation of wildlife (%)	12	11.6 (2011-12)	On track
GDP(in 1980/81 Rs.) per ton of oil equivalent (energy efficiency)	28,000	26,543 (2008-09)	On track

Sulphur content in high speed diesel	0.5-0.25	0.6 (2010-11)	On track
Proportion of population with access to improved water source	93	86 (2014-15)	On track
Proportion of population with access to sanitation (flush toilet)	90	73 (2014-15)	Off track
Proportion of kacchi abadis regularized	95	60 (2004-05)	Off track

While there has been an appreciable success in reducing poverty, inequality remains a challenge in Pakistan including regional inequality. In 1987/88 the Gini coefficient, which measures income inequality, was 0.35; by 2013/14 it had risen to 0.414 Pakistan's richest 20% now consume seven times more than the poorest 20%. Regional disparities are also stark, with multidimensional poverty highest in Balochistan and lowest in Punjab. The proportion of people identified as multidimensional poor in urban areas is significantly lower than in rural areas – 9.4 percent and 54.6 percent, respectively. Inequalities prevail in access to basic services i.e. education, health & physical infrastructure. Female labour force participation rate is a mere 18% compared to 71% for men. Women economic contributions are largely unaccounted. Women own less than 3% of land which negatively impacts women economic empowerment.

Lessons from the MDGs Implementation include the following:

- The MDGs were not effectively localized. The targets largely remained as national aggregates. This doesn't allow sufficient integration of the MDG agenda in the sub-national policy, planning, budgeting and statistics systems.
- National aggregates masked inequalities in outcomes and inputs across provinces / regions; gender; urban-rural settlements. Such an oversight further aggravated the disparity in prosperity across regions in the country.
- The MDGs were largely treated as federal government agenda in terms of its reporting and monitoring. This not only limited the engagement of the sub-national governments in the implementation of MDG agenda but also didn't allow the creation of knowledge and awareness about MDGs beyond the federal government.
- The data for MDGs was not only limited in terms of its coverage of MDG indicators but also inadequate in terms of providing an agreed framework to be used for tracking MDG progress.
- The weak governance and institutional setups in terms of their ability to bring stakeholders together around the table to discuss, debate and coordinate didn't allow system wide approaches to address the complicated issues facing the MDGs.
- The lack of a systematic approach to fund MDG related policies with adequate public resources. Except for expenditure tracking on selected pro-poor sectors, no comprehensive system existed which could track expenditure on MDGs and to gauge its effectiveness. Such systems could have informed government its spending and budget making processes in favour of MDGs.
- The political ownership for MDGs was limited. Parliamentarians were limitedly involved in the MDG implementation process.
- The MDG was projected like a donor or foreign agenda to be funded from outside funds. There were inadequate efforts to engage the non-public sector stakeholders in the achievement of MDG agenda.

Agenda 2030 for Sustainable Development:

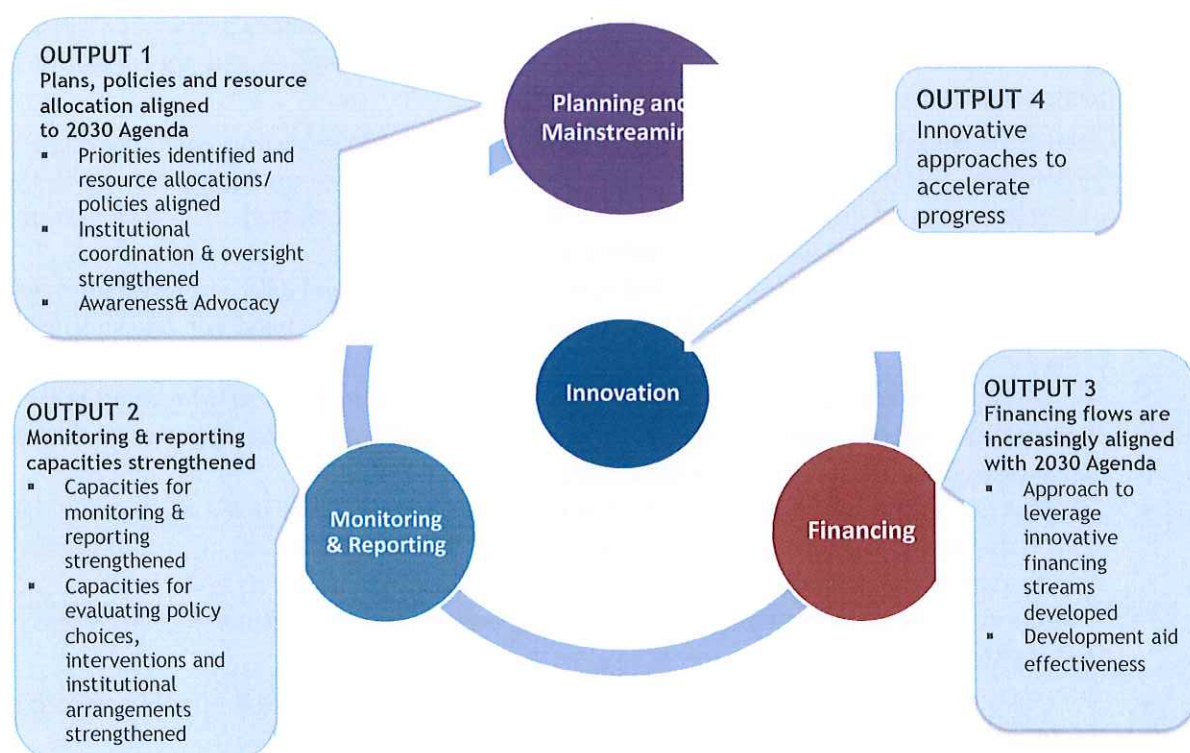
⁴ Economic Survey of Pakistan 2015-16

In September 2015, along with other UN Member States, Pakistan adopted the 2030 Agenda for Sustainable Development and was one of the first countries to endorse the SDGs and to commit towards the 2030 Agenda for Sustainable Development. In February 2016, the National Assembly of Pakistan adopted a unanimous resolution declaring SDGs as national goals.

II. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

The project strategy is premised on the learning from MDG implementation as elaborated above and the UN common approach on SDG localization namely “Mainstreaming, Accelerating and Policy Support (MAPS⁵). The project will set institutional mechanisms in the form of SDG Support Units within the provincial and federal Planning and Development Departments and Ministry to act as the hubs for localizing the SDG agenda at the national and sub-national level. These units will serve as intra and inter-provincial and government platforms to plan, budget, review, analyse, monitor and propose policy proposals to the government and political leadership on how to implement SDGs through greater engagement and inclusive process. The project theory of change is that localization and nationalization of SDG agenda with continuous monitoring and evaluation against national targets, would lead to increased commitment, resources and accountability for achieving the SDGs in Pakistan.

The SDG Support Units will follow a project strategy which is built on four interlinked elements / outputs.



The first area of focus (Output 1) entails review and mapping of existing and future development plans and policies, to provide evidence on the gaps in current policies for improvement. Such evidence coupled with the guiding strategy for SDGs implementation in the form of national and provincial SDG Framework will inform alignment of policies, budgets and systems to SDGs. The

⁵ <https://undg.org/document/maps-mainstreaming-acceleration-and-policy-support-for-the-2030-agenda/>

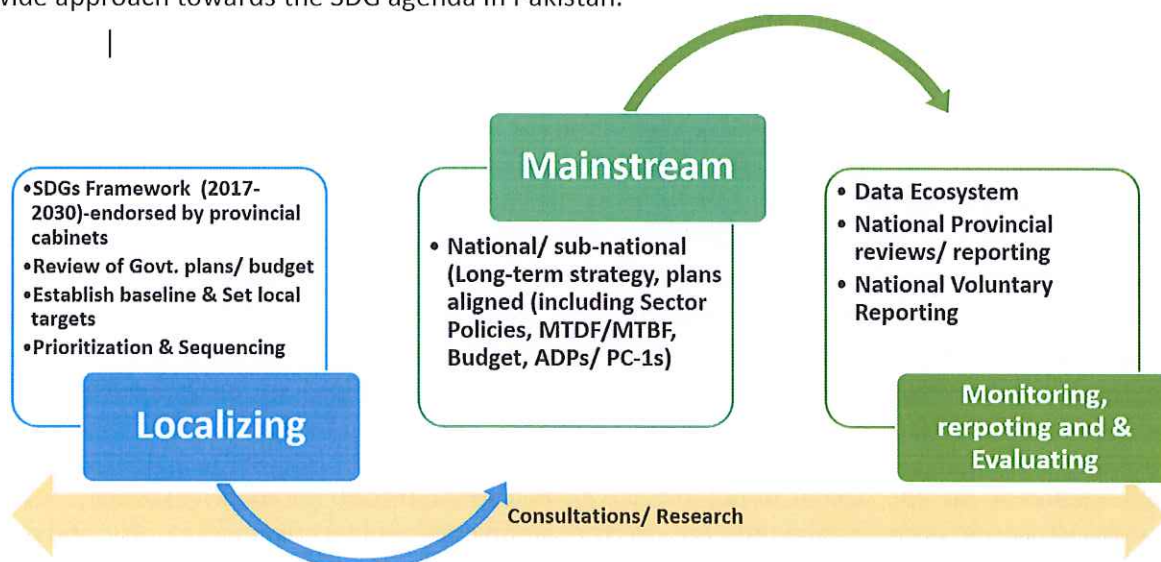
Output 1 also includes establishment of required institutional mechanisms to coordinate stakeholders across all tiers of government, and parliamentarians, civil society, private sector and academia.

In order to assess the effectiveness of the aligned policies and with regards to its impact on SDGs, the project will help relevant organizations to produce adequate and timely data (Output 2) for monitoring, reporting and evaluating progress. The focus is on strengthening the overall data ecosystem.

The third element is guided by the fact that the achievement of SDGs is dependent upon the pool of public and non-public resources available and their effective utilization with regard to the most pressing and urgent development issues in Pakistan. This requires mobilizing domestic resources through public and non-public stakeholders and tracking their utilization for SDGs to achieve desired results and make meaningful impact.

The fourth element is a cross cutting area that supports implementation of all other outputs and specifically focused on targeting inequality and the central SDGs message of *leaving no one behind*. It postulates that progress towards SDGs can be accelerated if new and innovative approaches are applied that allow for efficient and economical solutions.

Overall, the project strategy is to create an enabling environment for the implementation of SDG agenda in Pakistan. The project will support the federal and provincial governments to embed the SDG agenda in its long-, medium and short-term planning and budgeting processes and to adopt the localized SDG framework as guiding documents for monitoring and evaluating progress on SDGs. Through the UN Resident Coordinator Office and the SDG Support Units, the project will coordinate with other UN agencies and their establishment at provincial level to facilitate a UN-wide approach towards the SDG agenda in Pakistan.



Building on UNDP previous work:

The project leverages UNDP's long-term engagement with national and provincial planning departments on various initiatives including the launch of Multidimensional Poverty Index (MPI) for Pakistan, support to governance reforms, and MDGs. This project builds on the experience and lessons learnt from UNDP's long-term engagement with the Government in:

- development policy, gender budgeting, expenditure tracking, local governance

- support to MDG reporting, MDG database
- multi-dimensional poverty measurements
- development/ aid effectiveness
- policy dialogue engaging various partners
- building on UNDP other initiatives on climate public expenditure and institutional review (CPEIR) and local governance

III. RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)

Expected Results

Impact (indirect): Pakistan's progress towards SDGs is significantly higher than that the MDGs era.

Outcome (direct): An enabling policy and institutional environment exists to facilitate the achievement of SDGs in Pakistan.

The project outcome will be achieved through the following four outputs which are interlinked and mutually reinforcing.

Output 1: Plans, policies and resource allocation aligned to 2030 Agenda

After the 18th Constitutional Amendment, Pakistan operates in a devolved governance system with most of the social subjects devolved to provincial governments. Therefore, a meaningful alignment of policies to SDGs and a coordination structure is required at the level of federal and provincial government to improve planning across all tiers of government.

➤ **Activity 1.1. Establishing institutional and organizational mechanisms for SDGs integration**

The different goals within the SDG Framework are interlinked and require system-wide approaches. The project in the form of SDG Units will therefore provide a platform at different tiers of the government, where government and non-government stakeholders could sit around the same table, discuss and debate the different issues within the SDGs Framework, ranging from targets sitting to proposing concrete solutions to accelerate progress towards SDGs.

Facilitated through the platform of SDG Unit, different forms of organizational arrangements will be developed to have subject focus discussions. This can take different forms. For example, related SDGs could be put together into clusters or thematic working groups / committees, in line with the configuration of the provincial departments. Simultaneously, for a bottom up and inclusive approach, focal persons for SDG implementation will be assigned across district governments and federal ministries and provincial line departments. These focal persons will facilitate in bringing perspective of all tiers of government in SDGs planning. Bringing together all these sectoral bodies and focal persons, SDG Advisory Council / Steering Committees will be convened for a cohesive and coordinated approach to SDGs.

The objective of the approach is to put in place an inclusive approach for advising government on key SDG issues and priorities and promote dialogue among stakeholders from both public and non-public sectors.

➤ **Activity 1.2. Developing national and provincial SDG Frameworks for Localization of Agenda 2030**

The National and Provincial SDGs framework is envisaged to provide an overarching policy direction for re-alignment and integration of social, economic and environmental policies, plans and programme in the country. Following a bottom-up approach, the national/provincial SDGs framework will include assessment of national and sub-national baselines, setting locally relevant targets and identifying priorities and sequencing approach for holistic planning. This will be done through a participatory and inclusive consultative process.

One of the key activities of the SDG localization process is to have national and sub-national baselines and targets for SDGs. Using the existing statistics and where possible commissioning special studies, baselines for at least the priority SDGs will be established. Using the same global SDG targets as reference points and given national capacities, target for 2030 along with medium term milestones will be developed.

➤ **Activity 1.2. Creating awareness and advocacy for SDGs**

Building national consensus, commitment, and partnerships for SDGs mainstreaming, requires raising awareness within the government and among non-governmental actors, the general public and the development community at large. The project will undertake national and sub-national SDG awareness and orientation sessions especially with the public-sector organizations. Such an awareness building component is essential for continued ownership for the SDG agenda and its implementation by the civil servants. The project will have dedicated communication staff and budget to undertake this work.

The project will organize national workshops or consultations to raise awareness among various audiences, including government, parliamentarians, civil society, academia, business and industry, the media, and the general public. National counterparts will be linked to knowledge and learning platforms from other countries to share success stories, best practices and lessons learned. UNDP had designated the Minister for Planning, Development and Reform as UNDP Champion Minister on SDGs. Similar initiatives will be undertaken to promote messages around the sustainable development agenda.

Mass and social media plays an important in today's digitalized world in influencing opinions and views. The project will engage different channels of media to promote SDGs. It will also engage with journalists to increase their knowledge of SDGs and to encourage them to report its progress and advocate for its implementation.

➤ **Activity 1.4. Engaging non-government stakeholders for SDGs**

The achievement of SDGs requires a "whole of the society" approach. Therefore, it is important to mobilize and coordinate the state and non-state actors, including civil society, academia and private sector, towards SDGs. This will require setting up mechanisms and platforms where all stakeholders including the UN agencies could discuss and coordinate their actions towards SDGs. For instance, some of the key stakeholders are:

Private Sector: Private sector contributes the major share of any country's GDP. It creates employment opportunities and provides goods and services primarily through markets led processes. Private sector can rightly be credited for the achievement of poverty reduction target of the Millennium Development Goals: poverty reduction was the only target of the MDG framework achieved ahead of time. Besides, private sector is a substantial potential source of financing for SDGs.

On the flip side, private sector activities are also responsible for increased carbon emissions and environmental degradation. Its use of fossil fuel as sources of energy contributes to environmental pollution which in turns have implications on people's health and lives. As a result, the project will engage private sector organizations to improve their business practices, embed sustainable practices and principles in their value chains and mobilize the funding resources available with them. Some key areas of focus will be:

- **Enabling Policy and Institutions:** Addressing policy constraints and developing the regulatory environment required by the private sector entities to make a greater contribution towards SDGs.
- **Embedding the SDGs:** While some of the big corporate entities have made commitment to SDGs, the overall awareness about SDGs among private sector is low. We will initiate an advocacy, awareness and engagement initiative to secure public commitment for SDGs among businesses in Pakistan. This initiative may take different forms including dialogues with and sharing of knowledge products with the business community on SDGs, piloting a pledge programme for SDGs endorsement, communication material including short videos highlighting private sector contributions to SDGs etc.
- **Financing for SDGs:** While domestic public financing remains the main source of financing for SDGs, Pakistan needs to explore innovative sources of financing including ‘blended financing’ and “social impact financing” for SDGs. This is further elaborated under Output 3.

Engaging with Parliament: Successful implementation of SDGs hinges strongly on engaging the political leadership for greater ownership and commitment. Support to parliament/ policy makers will focus on working with relevant standing committees (finance, education, health, environment, statistics and national and provincial SDGs Taskforce) as well as individual parliamentarians/ champions at federal as well as at provincial level. The engagement with parliamentarians would be in line with their legislative, representative and oversight role.

- **Oversight**
 - *Monitoring implementation of the Sustainable Development Goals* - SDG modules included in orientation trainings of newly elected parliamentarians, at national and provincial level, after the upcoming 2018 elections. Discussions on SDG implementation initiated in the parliamentary assemblies to strengthen oversight on SDG integration, financing and spending.
 - *Promoting accountability* - Parliaments can bring the SDGs to the attention of the public and the media, thereby encouraging accountability at all levels.
- **Representation:**
 - *Engaging people and facilitating public participation*- Offering a platform for communication, parliaments can ensure an ongoing dialogue with civil society over the SDGs (CSO dialogue, social media)
 - *Sustainable Development Goal implementation at the local level*- develop capacities within the taskforce to create a local response that reflects the context of local communities.
- **Legislation**
 - Strengthening the enabling legislative environment for the Sustainable Development Goals by promoting participatory lawmaking.

Engaging with Civil Society: Engagement with civil society would be done taking a broader definition of CSOs, namely NGOs, think tanks/academia, women/youth/human rights groups and media. The CSO platforms, thus created would have membership of researchers, practitioners and journalists (including citizen journalists engaged on social media). The role of CSOs lies in its capacity to engage with communities and individuals at grass-root level through their own networks and supporting the bottom-up approach to SDGs. They can act as catalysts for national priorities by bridging the gap between citizen’s voices and policy makers.

Output 2: SDGs monitoring, and reporting strengthened

The availability of relevant, reliable, timely data is necessary for monitoring progress towards SDGs. During the MDG era, Pakistan was only able to report on 31 indicators on which time series data

was available. Generating data and monitoring milestones at the sub-national level is essential to monitoring progress, delineating responsibility and accountability and undertaking course correction at the right time. In addition, to address the issue of inequality and leaving no one behind, timely availability of reliable and sub-national data will play an instrumental role in reaching out to the marginalized and left out communities.

➤ **Activity 2.1. Alignment of national surveys**

The project will collaborate with Pakistan Bureau of Statistics and provide technical support in aligning national surveys to SDGs. It will do so by analysing the existing gaps in the data eco-system of Pakistan and proposing possible solutions, including through alignment of surveys and using institutional data, where available. This will include assessment of costs, time frequency and duplication of data sources to develop standard reporting protocol for SDGs.

➤ **Activity 2.2. Establishing data reporting tools**

The main objective is to strengthen the monitoring and reporting mechanism for SDGs. Multiple tools will be used in this regard, including annual reports and online dashboard to reflect and disseminate progress update. The dashboard will serve as an online tool for reflecting baselines, targets and ongoing progress. The potential of expanding the dashboard to include financing flows and programmes/ initiatives contributing to the progress will also be explored.

➤ **Activity 2.3. Exploring unconventional data sources for SDGs**

The public-sector statistics institutions alone will not be able to address data requirements for all SDG indicators due to the nature of indicators and cost implications of undertaking numerous surveys. The data eco-system strengthening approach will therefore also focus on engagement of non-public stakeholders and the capacities and skills of institutions outside the public sector. This will include exploring the use of non-traditional data sources including the use of big / open data, digital platforms, social media, satellite imagery etc.

Output 3: Financing flows are increasingly aligned with 2030 Agenda

Achieving results will require the allocation of adequate resources to the identified priorities. In the past the linkages between planning and budgeting have been weak. Most of the MDG/SDG related spending occurs through the recurrent budget with weak links to the medium-term planning process. Budget allocations to provinces and from provinces to districts currently do not include any mechanism to incentivise spending on priority SDGs.

The Addis Ababa Action Agenda (AAAA)⁶, emphasizes countries to use their own national development strategies and plans to respond to the SDGs and calls for the adoption of Integrated National Financing Frameworks (INFFs). In this regard, the project will support preparation of national integrated financing framework which incentivizes the alignment of financing flows to the 2030 Agenda focusing on how governments can align a broader set of financing flows to support the implementation of SDGs. This includes not only public sources but also exploring the potential of alternative sources of financing from non-public stakeholders in impacting SDGs. The focus is on three key areas:

➤ **Activity 3.1. Aligning public finance resources to SDGs**

Progress towards the SDGs will largely depend on whether public resources are aligned to the identified priorities. Towards this end, resource allocation policies and budgets at various tiers of

⁶ The Action Agenda establishes a strong foundation to support the implementation of the 2030 Agenda for Sustainable Development and provides a framework for financing sustainable development by aligning financing flows and policies with economic, social and environmental priorities.

government will be analysed to assess their level of alignment to SDGs including Annual Development Plans, Public Sector Development Programme and Budgets. Based on the results, federal and provincial governments will be guided on the reallocation of resources required for improved alignment of public resources to priority SDGs and impact the areas with the largest multiplier impact.

➤ **Activity 3.2. Tracking resource allocation to SDGs**

Alignment of public resources to SDGs at the onset of development planning for the new cycle may not necessarily translate into actual expenditure and desired results due to capacity constraints. As a result, the project will not only focus on alignment of public financing flows to SDGs but also track expenditure at Goal / sectoral level to analyze the amount of resources being allocated at national and sub-national level. This analysis will also support research in areas where despite sufficient resource allocation improvement in outcome indicators is not noticeable.

To the extent possible, the expenditure tracking of public resources will be coupled with allocation of non-public resources including donor funding, corporate philanthropy and others at district level by thematic area. This information will further enrich the analysis to identify Goals or sectors that are receiving the highest to lowest amount of resources.

➤ **Activity 3.3: Exploring alternative sources of financing**

The SDGs are an ambitious agenda that require a massive amount of investment to target all indicators and make significant progress. Public resources alone, constrained by time frame and political cycles are insufficient to achieve SDGs. As a result, the project will also include a component where alternative sources of financing from non-public institutions will be explored to assess their feasibility and potential for impacting SDGs.

This can include various streams of financing including private / corporate sector philanthropy, individual diaspora funding, bilateral / multilateral funding and others. Analysed through the revenue stream and the civil society organizations responsible for investing them, it will add another layer to public resources and provide a holistic picture of the the total resources being allocated at sectoral level and the outcome being obtained from it.

In order to facilitate private sector investment, UNDP will also explore the establishment of a “Social Impact Financing” facility, that will be based on a model of “blended financing” with grants and investment components. UNDP will leverage its partnership with the government to mobilize resources that can de-risk private investment and attract investors in areas that generate both economic and social returns.

A Social Impact Financing Facility can play a key role in closing the SDG funding gap. As Pakistan embarks upon implementation of SDGs, collaboration with social impact initiatives around SDGs will reduce duplication, create synergies/ efficiencies, leverage resources and foster innovation and scaling up of approaches for accelerated progress on SDGs.

Output 4: Innovative approaches applied to accelerate progress on priority SDGs

The fourth output of the project is a cross-cutting component that inter-links all other focus areas of the project by promoting innovative approaches and ideas that can accelerate progress on SDGs. Key focus of the output is to eliminate inequalities and ensure that *no one is left behind* in the efforts to accelerate sustainable development in Pakistan. In this context, innovative ideas will be supported using tools such as contests, design thinking workshops, hackathons, innovation labs and others to promote idea development and prototype testing for chronic development issues that are targeting some of the most lagging areas of Pakistan.

With the aim of reducing inequalities, main focus of the project will be on geographical regions that are most deprived or multidimensionally poor. Supporting these efforts through consultations, evidence based research and literature review innovative approaches will be developed and applied for the districts lagging behind the most. Amongst other areas, the project will develop District specific SDG Plans for selected poorest districts in each province to explore how targeted planning and interventions can accelerate progress on SDGs by reducing inequalities.

Partnerships

The implementation of project hinges significantly on engagement with ministries, governmental line departments, parliamentarians, development partners, CSOs and the private sector. The project will be established as a platform that will coordinates the initiatives of different stakeholders working across one or more SDGs by bringing together civil society organizations, academicians, think tanks, parliamentarians and private sector entities.

The project will operate as a UN wide coordination platform that under its overarching mandate for all SDGs connects Goal or target specific initiatives of UN agencies to the overall SDG framework for Pakistan. For holistic and integrated planning for SDGs in Pakistan, it will engage with all UN agencies through the support of UN Resident Coordinator's Office.

Some of the key stakeholders the project will establish partnerships with are:

- Line Ministries and Provincial Departments
- Parliamentarians
- UN Agencies
- UN / UNDP international institutes for exposure visits and knowledge sharing
- Civil society organization

Resources Required to Achieve the Expected Results

Risks and Assumptions

The major risks for the implementation of this project include:

Organizational Risks

Engaging with multiple stakeholders and coordinating diverse views

Technical expertise to lead the work of SDG localization – requires subject specific knowledge and understanding of governance structure of Pakistan

Political Risks

Elections disrupting the flow of engagement with stakeholders requiring renewed efforts to engage with new government.

Frequent change of government focal persons requiring continued efforts to raise awareness and sensitize counterparts on the project approach

Financial Risks

Mobilizing sufficient resources for SDGs

Stakeholder Engagement

At the federal level, the Ministry of Planning, Development and Reform and Planning & Development Departments at the provincial level are the lead partners. The key government counterparts are:

- Ministry of Planning, Development & Reform
- Planning & Development Departments (Punjab, Sindh, Balochistan, Khyber Pakhtunkhwa, Gilgit-Baltistan, Federally Administered Tribal Areas and Azad Jammu & Kashmir)
- Pakistan Bureau of Statistics
- Ministry of Finance and Provincial Finance Departments
- District Governments
- Parliamentarians

The non-government stakeholders that will be engaged are:

- Civil society organizations
- Private sector organizations including start-ups, incubation centres, SMEs etc.
- Think tanks
- Public and non-public universities

South-South and Triangular Cooperation

Exposure visits of government counterparts will be organized to regional countries to share best practices, lessons learned, and new approaches being piloted by different countries. Through continuous engagement with the UNDP Regional Bureau for Asia and the Pacific, exchange of ideas and practices will be encouraged for improvement in approaches towards SDG localization.

Knowledge

Partnerships with UN/UNDP institutions (such as UNDP Istanbul International Centre for Private Sector in Development and Global Centre for Public Service Excellence) will be established to support SDG Units in developing new initiatives and improving practices in project focus areas.

The SDG Units will also serve as knowledge platforms on SDGs. By bringing together multiple stakeholders and engaging subject experts, it will develop and share knowledge on SDGs localization, planning and implementation.

Sustainability and Scaling Up

IV. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

Cost Efficiency and Effectiveness

Identify how the strategy is expected to deliver maximum results with available resources, with reference to evidence on similar approaches in this country or similar contexts. Include measures based on good practices and lessons learned. Explain why the selected pathway is the most efficient and effective of available options. Possible approaches can include:

- I. Using the theory of change analysis to explore different options to achieve the maximum results with available resources*
- II. Using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects*
- III. Through joint operations (e.g., monitoring or procurement) with other partners.*

Pakistan's experience with MDGs was not encouraging. MDGs failure can be attributed to weak institutions/ governance systems, disengagement of provincial and district level governments in MDGs implementation, lack of vertical policy coherence, weak linkages between planning and budgeting/ resource allocations, lack of data and adequate systems to measure progress, and limited stakeholder participation. All these issues need to be addressed if Pakistan is expected to make progress towards the 2030 sustainable development agenda.

In light of the above findings, the 'Mainstreaming, Acceleration and Policy Support for SDGs' focuses on planning and policy making institutions at federal and provincial levels to enable them to develop well-informed and comprehensive development strategies for inclusive and sustainable development in Pakistan. This will be done through a three pronged strategy.

Firstly, the interventions will target capacity building of provincial and district level governments to effectively localize SDGs in public planning and budgeting for implementation of Agenda 2030. This would include establishing baselines and targets at national and sub-national level; increasing awareness raising for SDGs within government counterparts and across civil society stakeholders at grass root level; identifying means to increase domestic capital mobilization; accelerating development progress in priority areas by fostering innovation and providing seed funding for potential projects; and increasing engagement with private sector for them to contribute towards sustainable development through improvement of business practices and increase in funding for development programme.

Secondly, interventions will build capacity of federal and provincial statistical institutions to strengthen data ecosystems with regular reporting of data to enhance planning, implementation, and monitoring for inclusive and sustainable growth. Thirdly, interventions shall increase evidence-based policy making by developing policy development tools backed by research and analysis. Additionally, under this pillar DPU will support inclusive and informed debate for improving the policy landscape of Pakistan.

UNDPs comparative advantage lies in that fact that it has emerged as a key partner of the government for localization of SDGs. The 'MAPS for SDGs' project is establishing SDG Support Units through cost-sharing agreements with the government and setting a platform for implementation of SDG in Pakistan. UNDP is supporting evidence based research and analysis through regular

publication of development advocate and through Human Development report. The unit is providing timely data on key development issues like Multi-Dimensional Poverty Index (MPI), Human Development Index (HDI), youth development and reporting on MDG/SDGs. UNDP has also provided support to Pakistan Bureau of Statistics in undertaking a thorough analysis on data gaps for SDG indicators with respect to the existing data eco-system in Pakistan. The study has supported PBS in identifying gaps in the Pakistan Social and Living Standards Measurement Survey with UNDP providing further human and technical capacity building to improve PSLM in line with the SDG indicators.

Going forward, DPU will further its comparative advantage, in terms of liaising with government counter parts at federal and provincial levels, civil society organizations and UN agencies to develop well-informed and comprehensive development strategies for inclusive and sustainable development. Avenues for South-South cooperation will be further explored by establishing partnerships with public- and private-sector institutions to increase collaboration on common interests; to share knowledge, skills, expertise and resources; and to ensure that best practices and lesson learnt are incorporated in development strategies and plans. Efforts will also be put in place for introducing innovative solutions to address development challenges such as behavioural insights, foresight, crowdsourcing, and crowdfunding etc and for Government and other stakeholders to see innovation as integral to all planning processes and implementation.

Achieving this would assume continued government support and sincerity in achieving the development goals. Thus far government has been very receptive especially in the context of SDGs, which have been adopted as National Development Goals. Moreover, success of DPUs work and its long term efficacy will hinge on how effectively government reflects our research and analysis in framing future policies and development strategies. Political stability, especially in the context of continuity in implementation of development strategies will also play a key role for DPU to achieve its objectives. The success of DPU work would also rely on support of development partners especially in terms of resource mobilization. Collaboration and cooperation among UN agencies is also mandatory for success of DPUs objectives for the next programme cycle.

Project Management

Information on the location(s) where the project will be operationalized, the number and location of physical project offices, arrangements for dedicated or shared operations support, how the project will work with other projects, etc. In this section, also describe the audit arrangements, collaborative arrangements with related projects and UNDP Direct Country Office Support Services and direct project costing, if applicable.

The five SDG Support Units will be established in each of the country and provincial capitals, within the respective Government's planning institutions i.e. Ministry of Planning, Development & Reform and Provincial Planning and Development Departments. The Units will be primarily funded by the respective governments with some contributions made by UNDP through donor mobilized resources.

While the project's primary focus is to provide an overarching enabling environment to implement and achieve SDGs, it will collaborate with UN agencies, UNDP projects and others to deliver sector specific targeted interventions.

V. RESULTS FRAMEWORK⁷

⁷ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:										
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Increased effectiveness and accountability of governance mechanisms										
Applicable Output(s) from the UNDP Strategic Plan: Through active citizen engagement, national/provincial governments shape public policy priorities and establish planning, financing and monitoring mechanisms, facilitating implementation of the Sustainable Development Goals.										
Project title and Atlas Project Number:										
EXPECTED OUTPUTS	OUTPUT INDICATORS ⁸	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	
Output 1: Plans, Policies and Resource Allocation Aligned to 2030 Agenda	<p>Indicator 1.1: Extent to which SDGs integrated in existing and new institutional structures</p> <p>Scale:</p> <p>1. Not at all- SDGs not integrated in the mandate of institutional structures</p> <p>2. Very Partially- SDGs very partially integrated in the mandate of institutional structures</p> <p>3. Partially- SDGs partially integrated in the mandate of institutional structures</p> <p>4. Fully- SDGs integrated in all new and existing institutional structures</p>	Minutes of meeting with senior officials, policy / strategy documents	2015	1	2	3	3	4	4	<p>Data collection methods:</p> <ul style="list-style-type: none"> - Documentation of consultations - Revised / new strategy documents <p>Risks:</p> <ul style="list-style-type: none"> - Federal and provincial departments remain committed to SDG's agenda - Capacity to influence government plans and policies.

⁸ 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.

	Indicator 1.2: Extent to which SDGs frameworks at national/subnational level are developed and planning tools are SDG aligned. Scale: 1. Not adequately (No SDG frameworks at national/subnational level are in place) 2. Partially- (SDG frameworks at national/sub-national level established but planning tools are not SDGs aligned) 3. Largely- (SDG frameworks at national/sub-national level established and planning tools are largely substantially SDGs aligned)	1. Minutes of meeting of stakeholder consultations 2. Reports of policy dialogue and stakeholder consultations 3. Draft policy analysis/recommendations	2015	1	2	3	3	3	3	3	Data collection methods: - Documentation of consultations - Revised / new strategy documents Risks: - Buy-in from the government to reflect SDGs agenda at sub-national level. - Districts administrative set-ups empowered to develop localized frameworks and to implement these. - Local administrative officials have sound understanding of SDGs. - Availability of required expertise to understand SDGs agenda and map it in a localized context
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<p>Indicator 1.3: Extent to which key stakeholders have enhanced awareness and understanding of SDGs</p> <p>Scale:</p> <p>1. Not adequate (understanding of SDGs amongst key stakeholders)</p> <p>2. Partial (understanding of SDGs amongst key stakeholders)</p> <p>3. Moderate (understanding of SDGs amongst key stakeholders)</p> <p>4. Significant (understanding of SDGs amongst key stakeholders)</p>	<p>1. Workshops / consultation reports</p> <p>2. Reports / communication strategies developed for targeted advocacy campaigns</p>	2015	2	3	3	4	4	4	4	<p>- Availability of required expertise to adopt new practices for improved service delivery</p> <p>- Extent of outreach given the limited resources at disposal</p> <p>- Inclination of stakeholders to adopt SDGs agenda</p>

	<p>Indicator 1.4: Extent to which private sector is engaged in the implementation of SDGs</p> <p>Scale:</p> <p>1. Not adequately- (Private sector not adequately engaged in SDG implementation)</p> <p>2. Very Partially- (Private sector very partially engaged in SDG implementation)</p> <p>3. Partially- Private sector partially engaged in SDG implementation)</p> <p>4. Fully- Private sector fully engaged in SDG implementation)</p>	<p>1. Reports developed with recommendations</p> <p>2. Minutes of meetings with stakeholders</p>	2015	1	2	2	3	3	4	4	- Willingness of private sector to adopt and engage on SDGs agenda
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	Indicator 1.5: Extent to which Parliament is engaged in the implementation of SDGs	1. Minutes of meetings with stakeholders 2) reports of awareness raising workshops	2015	1	2	3	3	4	4	4	Willingness of parliamentarians to adopt and engage on SDGs agenda Continued interest of parliament and its commitments towards SDGs
	Scale: 1. Not at all- (Parliament not at all engaged in SDG implementation) 2. Very Partially- (Parliament very partially engaged in SDG implementation) 3. Partially- Parliament partially engaged in SDG implementation) 4.Fully- Parliament fully engaged in SDG implementation)										

Output 2: SDGs monitoring and reporting strengthened	<p>Indicator 2.1: Extent to which framework for monitoring and reporting on SDGs is developed and implemented</p> <p>Scale:</p> <ol style="list-style-type: none"> 1. Not at all- No assessment of data gaps existing for monitoring of SDGs in Punjab 2. Very partially- A thorough assessment of data gaps for all SDG indicators in consultation with relevant stakeholders 3. Partially- Baselines and targets established for prioritized SDG indicators 4. Fully- Tools developed to collect data and report progress 	<ol style="list-style-type: none"> 1. Consultation reports (minutes of meetings) 2. Project progress report (for this activity) 3. Mission report (SIGOP) 	2015	1	2	2	3	3	4	4	- Buy in from the government - Availability of require expertise to adopt proposed tools / recommendations
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	<p>Indicator 2.2: Extent to which technical skills of national and provincial statistical institutions enhanced to effectively monitor progress on SDGs</p> <p>Scale:</p> <p>1. Not adequately</p> <p>2. Very partially</p> <p>3. Partially</p> <p>4. Fully</p> <p>Baseline 2.2: 1</p> <p>Target 2.2: 2</p>	<p>1. Technical experts' reports</p> <p>2. Project progress report</p> <p>3. Mission Report OPHI</p> <p>4. Workshops reports</p>	2015	1	2	2	2	3	4	4	<p>- Buy in from the government</p> <p>- Availability of required expertise within government institutions</p>
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Output 3: Financing flows are increasingly aligned with 2030 Agenda	Indicator 3.1: Extent to which performance-based criteria is used for resource allocation at national/ sub-national level Scale: 1. Not at all- Performance based criteria not in place for resource allocation at national/ sub-national level 2. Partially- Performance based criteria established but not fully used for resource allocation at national/ sub-national level 3. Fully - Performance based criteria fully implemented for resource allocation at national/ sub-national level	1. Minutes of consultative meetings with government stakeholders	2015	1	2	2	3	3	3	3	- Government's willingness to change/improve criteria used in PFC awards
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	<p>Indicator 3.2: Extent to which MIS operational and technical capacity of relevant stakeholders enhanced for effective aid coordination.</p> <p>Scale:</p> <p>1. Not adequately (No framework/MIS capacity exists for effective aid coordination)</p> <p>2. Partially- (frameworks /MIS capacity established for effective aid coordination)</p> <p>3. Largely- (framework/ MIS capacity fully utilized for effective aid coordination)</p>	1. Project report 2. Impact recording through stakeholder consultation / minutes of meetings	2015	1	2	2	2	3	3	3	- Government's buy in
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	<p>Indicator 3.3: Extend to which results-based and inclusive processes inform budget allocation at national and sub-national level</p> <p>Scale:</p> <ol style="list-style-type: none"> 1. Not adequately (results-based and inclusive processes do not adequately inform budget allocation at national and sub-national level) 2. Partially (results-based and inclusive processes partially inform budget allocation at national and sub-national level) 3. Fully (results-based and inclusive processes fully inform budget allocation at national and sub-national level) 	1. Project report 2. Impact recording through stakeholder consultation / minutes of meetings	2015	1	2	2	3	3	3	3	<p>- Government's buy in</p> <p>- Sound understanding and capacities of public institutions to implements</p>
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Output	4:	Indicator 4.1: Extent to which innovative approaches are applied and implemented to accelerate progress towards SDGs	1. Project report on innovation initiatives 2. Project report – methodology and results 3. Documentary beneficiary inputs and scope for scalability	2015	1	2	2	3	3	4	4	- Governments' endorsement and commitment - Number of proposals received for innovative ideas with potential for scaling up - Unwillingness of government to experiment	District
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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.		
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.	Bi-annually	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.		
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.		
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.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		

Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the 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)			
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.		

Evaluation Plan⁹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
e.g., Mid-Term Evaluation						

⁹ Optional, if needed

VII. MULTI-YEAR WORK PLAN ¹⁰¹¹ (INPUTS FROM INTEGRATED WORK PLAN MATRIX)

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					PLANNED BUDGET	
		Y1	Y2	Y3	Y4	Y5	Funding Source	Amount
Output 1: Plans, policies and institutional structures aligned to 2030 Agenda	1.1 Institutional structure created within the govt. for effective policy coherence and coordination on SDGs.	300,000	300,000	300,000	300,000	300,000	Govt/Third Party	1,500,000
	1.2 National and Provincial SDG frameworks formulated including establishing baselines, setting local targets and identifying priorities.	150,000	150,000	150,000	150,000	150,000	Govt/Third Party	750,000
	1.3 Technical & institutional mechanisms strengthened for SDGs planning and implementation	150,000	150,000	150,000	150,000	150,000	Govt/Third Party	750,000
	1.4 SDGs awareness and advocacy enhanced for multiple stakeholders including government, UN agencies, academia, research and statistical institutions.	300,000	200,000	150,000	100,000	100,000	Govt/Third Party	850,000

¹⁰ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

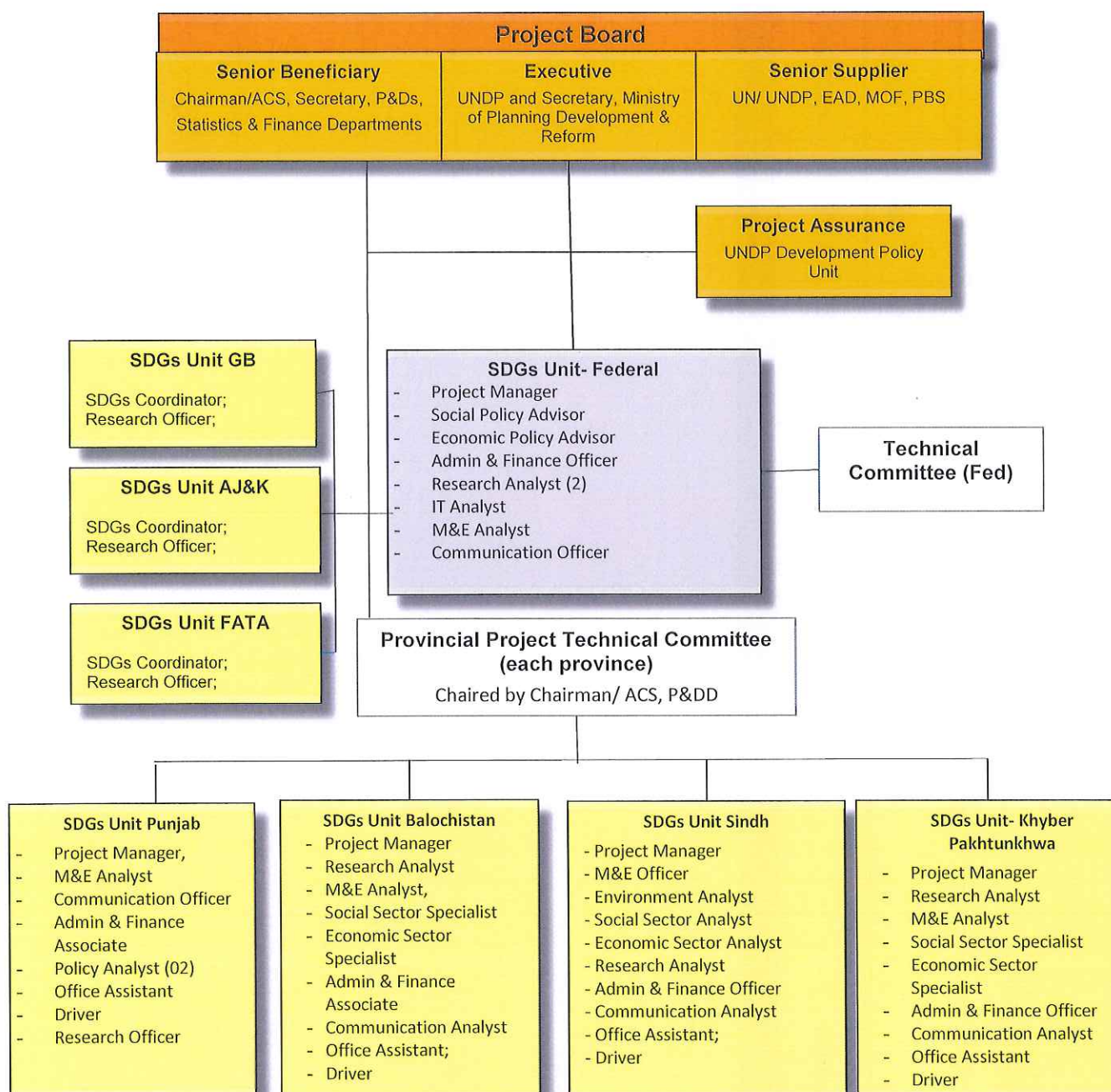
¹¹ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

Output 2: SDGs monitoring, reporting strengthened	1.5 Private sector engagement on SDGs enhanced	200,000	200,000	200,000	200,000	100,000	Govt/Third Party	800,000
	1.6 Parliamentary mechanisms strengthened for greater engagement of parliamentarians to discuss and address SDG related issues	100,000	100,000	100,000	100,000	100,000	Govt/Third Party	500,000
	MONITORING	50,000	50,000	50,000	50,000	50,000	Govt/Third Party	250,000
	Sub-Total for Output 1	1,250,000	1,150,000	1,150,000	1,100,000	950,000	Govt/Third Party	5,400,000
	2.1 Data gaps for SDGs indicators analyzed and recommendations to address gaps proposed	500,000	500,000	500,000	500,000	500,000	Govt/Third Party	2,500,000
	2.2 Baseline established and development of online Dashboard initiated to report and track progress towards SDGs	300,000	300,000	300,000	300,000	300,000	Govt/Third Party	1,500,000
	2.3 Capacity of statistical institutions for data collection, reporting and analysis enhanced.	300,000	300,000	300,000	300,000	300,000	Govt/Third Party	1,500,000
	MONITORING	50,000	50,000	50,000	50,000	50,000	Govt/Third Party	250,000
	Sub-Total for Output 2	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000	Govt/Third Party	5,750,000

Output 3: Financing flows are increasingl y aligned with 2030 Agenda	3.1 Linkages between budgetary and planning frameworks strengthened for effective SDG mainstreaming.	250,000	250,000	250,000	250,000	250,000	250,000	Govt/Thir d Party	1,250,000
	3.2 Online MIS system operationalized to monitor development assistance.	500,000	500,000	400,000	300,000	300,000	300,000	Govt/Thir d Party	2,000,000
	3.3 Evidence based and inclusive processes to inform budget allocation institutionalized for SDGs	250,000	250,000	250,000	250,000	250,000	250,000	Govt/Thir d Party	1,250,000
	MONITORING	50,000	50,000	50,000	50,000	50,000	50,000	Govt/Thir d Party	250,000
	Sub-Total for Output 3	1,050,000	1,050,000	950,000	850,000	850,000	850,000	Govt/Thir d Party	4,750,000
	4.1 SDG plans for 3 pilot districts to mainstream SDGs in planning tools and implementation frameworks	400,000	400,000	400,000	300,000	300,000	300,000	Govt/Thir d Party	1,800,000
	4.2 Innovative solutions for acceleration to achieve SDGs adopted	250,000	250,000	250,000	250,000	250,000	250,000	Govt/Thir d Party	1,250,000
	MONITORING	50,000	50,000	75,000	75,000	75,000	75,000	Govt/Thir d Party	325,000
	Sub-Total for Output 4	700,000	700,000	725,000	625,000	625,000	625,000	Govt/Thir d Party	3,375,000
	Project Management	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	Govt/Thir d Party	10,000,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The programme will be executed through Direct Implementation Modality (DIM) by UNDP CO in close coordination with Ministry of Planning Development and Reforms. The management arrangements of the programme are structured to enable autonomous implementation of programme outputs, with coordinated reporting. UNDP will be responsible for all project contracting, procurement and recruitment, to support Government in implementing this programme of work.



A **Project Board (PB)** will be set up to provide overall direction and strategic guidance to the programme. The PB will be responsible for making management decisions for the programme and holding periodic reviews. The PB will be co-chaired by UNDP and Ministry of Planning Development and Reforms. The other members will include EAD, donors, Provincial Representatives, Pakistan Bureau of Statistics etc.

The Project Board (PB) meeting will 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 a mid-year for current year progress review. Any additional meetings of the PB could be convened, if required.

Project Board (at National Level):

1. Composition

The PB will be comprised of the following members:

Co-chairs:

- Secretary, Ministry of Planning, Development & Reform
- UNDP Country Director/ Deputy Country Director

Members:

- Member Social Sector, Ministry of Planning, Development & Reform
- Chief, Poverty Alleviation & SDGs Section, Ministry of Planning, Development & Reform
- Representative of Economic Affairs Division
- Representative, Ministry of Finance
- Chief Statisticians, Pakistan Bureau of Statistics
- Chairman, Planning and Development Board Punjab
- Secretary, Planning and Development, Gilgit-Baltistan (GB)
- Additional Chief Secretary Sindh
- Additional Chief Secretary Khyber Pakhtunkhwa
- Additional Chief Secretary Balochistan
- Additional Chief Secretary FATA,
- Additional Chief Secretary AJK
- Focal Persons from planning departments on SDGs' project from Punjab, Sindh, KP, Balochistan, FATA, AJK and GB
- Assistant Country Director / Chief, Development Policy Unit, UNDP

The participating representative may be substituted by another representative of the organization, informed prior to the meeting.

Terms of Reference: The Project Board is the group responsible for:

- Making management decisions, through consensus, for the project including approval of project annual work plans and any required revisions. Project Board decisions should be made in accordance to standards that shall ensure best value to money, fairness, integrity transparency and effective international competition.
- Undertake the review of project progress at designated decision points during the implementation of a project, or as necessary when raised by the Project Manager. Project Board is consulted by the Project Manager for any decision where tolerances (normally in terms of time and budget) have been exceeded.
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the Project Manager;

- Provide guidance and agree on possible countermeasures/management actions to address specific risks;
- Review Combined Delivery Reports (CDR) prior to certification by the Implementing Partner;
- Appraise the Project Annual Review Report, make recommendations for the next AWP, and inform the Outcome Board about the results of the review.
- Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
- Assess and decide on project changes through revisions;

Provincial Technical Committee (each Province):

Composition: The Project Technical Committee will be comprised of the following:

- Additional Chief Secretary (Chairs), Planning and Development Department
- Secretary, Planning and Development Department
- Chief economist, Planning and Development Department
- Government representatives / SDG Focal persons from provincial departments and districts
- UN representatives
- Development Partner/ donors representatives
- Representatives of the civil society & Academia

The participating representative may be substituted by another representative of the organization, informed prior to the meeting

Terms of Reference:

- Approve the annual work plan for further endorsement by the Project board
- Detail out the activities of the approved work plan and closely for effective and timely implementation
- Based on the approved annual work plan (AWP), the Project Board may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans. It is the authority that signs off the completion of each quarterly plan as well as authorizes the start of the next quarterly plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.
- Conduct regular meetings to review the Project Quarterly Progress Report and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans.
- Approve proposal for to be funded under innovation facility and monitor implementation of the grants advanced under the facility Appraise the Project Annual Review Report, make recommendations for the next AWP

Federal and provincial SDGs Unit: SDG units will be established at federal and provincial level to be housed in Ministry of Planning, Development and Reform and Provincial Planning and Development Departments respectively. The SDG Units will be dedicated structures for effective governance for implementation of SDGs and will have the following core functions as defined in the scope of the project:

1. Multi-sector:
 - a. Lead mainstreaming of SDGs in national strategies for sustainable development for the implementation of the decisions taken

- b. Enhance coherence, reduce fragmentation and overlap and increase effectiveness, efficiency and transparency, while reinforcing coordination and cooperation for implementation of SDGs at the national and provincial level
- 2. Multi-level:
 - a. Promote effective governance and an effective institutional framework at all levels as key to the successful implementation of SDGs,
 - b. Underscore the importance of interlinkages among key issues and challenges and the need for a systematic approach to them at all relevant levels
- 3. Multi-actor:
 - a. Facilitate and encourage public awareness and participation by making information widely available.
 - b. Improve cooperation and coordination among various actors on sustainable development programmes and policies
 - c. Enhance the participation and effective engagement of civil society, private sector and other relevant stakeholders to promote broad participation, transparency and partnerships to implement sustainable development.
- 4. Knowledge dimension, research and analysis for sustainable development, i.e. improving the science-policy and the need to integrate knowledge and experience decision-making and actions/ interventions.

The respective SDGs units will be responsible for executing project as per the approved in the project Annual Work plan (AWP).

Project Assurance: Project Assurance will be the responsibility of UNDP Pakistan. The task of assurance, includes following up on management actions, keeping track of progress benchmarks, visiting project sites to contact beneficiaries, interpreting progress and technical reports, processing budget revisions, and making arrangements for evaluation and audit. Where applicable, UNDP Country Office will be responsible for managing and reporting on cost-sharing agreements.

IX. LEGAL CONTEXT AND RISK MANAGEMENT

Select the relevant one from each drop down below for the relevant standard legal text:

1. Legal Context:

- ☐ Country has signed the Standard Basic Assistance Agreement (SBAA)
- ☐ Country has not signed the Standard Basic Assistance Agreement (SBAA)
- ☐ Regional or Global project

2. Implementing Partner:

- ☐ Government Entity (NIM)
- ☒ UNDP (DIM)
- ☐ CSO/NGO/IGO
- ☐ UN Agency (other than UNDP)
- ☐ Global and regional projects

Or [click here for the MS Word version of the standard legal and risk management clauses.](#)

X. ANNEXES

1. Project Quality Assurance Report

2. **Social and Environmental Screening Template** [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

5. Project Board Terms of Reference and TORs of key management positions