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Reforms and Innovation in Government for High Performance (Phase II)

B0424 - Pakistan - Islamabad

REPORTING PERIOD 2022- 2026

Narrative

REPORT DATE: 15-01-2025

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1. Executive Summary

2. Background

3. Key Results Achieved

- **Level of Reporting:**

  Output level results

  Project Outputs:

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

  Contributing Outcomes:

  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

  Contributing Outputs:

  PAK_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

  Progress Note:

  1. Support to Government of Sindh on Risk Governance Framework (RGF) Initiative The project provided technical assistance to the Government of Sindh in the development of a Risk Governance Framework for better disaster preparedness, featuring apex agencies including Planning & Development, Finance and Rehabilitation departments and Provincial Disaster Management Authority (PDMA) along with systematic engagement of civil society for inclusive and effective risk governance strategies. The pilot phase covered 3 districts of Sindh (Naushahro Feroze, Jamshoro, Thatta) selected by the CM Sindh. The support led to I. Operationalization of District Disaster Management Authorities (DDMA) to act as a central hub for coordination among various stakeholders, and

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- **Level of Reporting:**

  Output level results

  Project Outputs:

  E-governance and innovation are enhanced in public sector institutions for inclusive digital societies

  Contributing Outcomes:

  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

  Contributing Outputs:

  PAK_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

  Progress Note:

  1. Digital Literacy Trainings for Women Educators The project collaborated with TechSafar's One Million Women in Tech initiative and developed a training program to impart foundational digital skills to 26 women educators, covering the use of essential digital tools, internet navigation, and safe browsing practices. Participants also received guidance on effective email communication, and general best practices of using the internet. In addition to theoretical learning, hands-on sessions enabled participants to apply their knowledge, with supplementary video tutorials provided to support ongoing learning and skill development. By signing on to be a part of Techsafar's objective to have one million Pakistani women in tech by 2030, the project is contributing to women empowerment efforts through digital literacy programs for women. 2.Development of a digital dashboard to provide real-time information and analytics related to disaster preparedness, response, recovery, and mitigation activities aimed at enhancing PDMA's existing Disaster Management Information System.

- **Level of Reporting:**

  Output level results

  Project Outputs:

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

  Contributing Outcomes:

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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

Contributing Outputs:

PAK_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

Progress Note:

1. Support to the Prime Minister Office on Government Effectiveness Support to the Prime Ministerial Stocktakes on performance and results against Strategic Roadmap targets remained a key feature of the project engagement with the government. UNDP team provided comprehensive operational and technical support in organizing stocktakes with the PM in line with the agreed reporting parameters. Multiple such stocktakes were organized including on themes like solarization, export performance, revenue mobilization, population management, energy management, etc. UNDP team also made significant contributions in supporting the formulation of Prime Minister's Strategic Roadmap - Sectoral Plans. The team engaged extensively with more than 15 ministries to identify and prioritize actionable points for the PM Stock takes. The support was extended to the formulation of sectoral plans for seven key ministries: Finance, Power, Federal Board of Revenue (FBR), Poverty Alleviation and Social Safety Division, National Food Security and Research, Privatization, and Commerce. This initiative is closely aligned with the Home-Grown 2. Technical Support to the Federal and Provincial Ministries/Departments The project initiated support to: I. Benazir Income Support Programme (BISP) to enhance data exchange mechanisms between BISP and provincial social protection databases. This work builds on similar initiatives supported in Punjab through the Subnational Governance Programme and is aimed at creating a more integrated and efficient social protection system. II. Economic Affairs Division (EAD) by facilitating the development of an Aid Effectiveness Dashboard. This dashboard is being designed to improve the tracking, management, and transparency of foreign assistance, enabling EAD to better align aid flows with Pakistan's development priorities. III. Ministry of Climate Change (MoCC) for the coordination of Pakistan's Nationally Determined Contributions (NDCs) and National Adaptation Plan. This intervention focuses on enhancing coordination mechanisms and ensuring that mitigation and adaptation strategies are integrated across federal and provincial levels. IV. Ministry of Planning, Development and Special Initiatives, with an objective to ensure that planning processes are more strategic, evidence-based, and aligned with Pakistan's long-term development goals. 3. Support to Government of Sindh on Tax Gap Study The project collaborated with the Sindh Revenue Board (SRB) to undertake a tax gap analysis study that helped gather crucial insights into the extent of non-compliance, tax evasion and inefficiencies in tax administration. This analysis was aimed at enabling informed policy decisions on resource allocation for enhancing tax compliance through reforms in governance and policy.

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4. Key Challenges Encountered

- **Level of Reporting:**

  Project level results

  Contributing Outcomes:

  Contributing Outputs:

  Progress Note:

  1. Frequent changes in leadership and political complexity in Pakistan pose a significant challenge to the stability and continuity of civil service reform projects, hindering their effective implementation. 2. Addressing the diverse needs of the population, particularly marginalized and underserved communities, is a persistent challenge, requiring tailored approaches to ensure inclusivity and equity in the reform process. 3. Establishing transparent and participatory communication channels with various stakeholders, including political leaders, civil servants, civil society, private sector, and donors, is a complex task. Ensuring consensus and ownership for the reform efforts is critical but often faces resistance and challenges. 4. Coping with uncertainty and adapting to changing circumstances is an ongoing challenge in the context of civil service reforms. The need for a flexible approach that allows for experimentation and innovation in finding solutions is imperative. 5. Instituting effective accountability mechanisms within the civil service reform project to ensure responsible actions by civil servants, with oversight and feedback, remains a challenge in enhancing the quality and delivery of public services.

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5. Project Risks and Issues

1. Consensus Among Federal Government Agencies: Cause: Divergence of opinion among key government agencies on the need for civil service and institutional strengthening reforms.

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Impact: Delays in project activities across all outputs, hindering the achievement of Annual Work Plan (AWP) targets. Treatment: Extensive consultations with government counterparts to secure ownership and acceptance of reform proposals, embedding the reform agenda in the system. 2. Government Prioritization of Reforms: Cause: Civil unrest, political instability, economic instability, changes in government, or premature electoral activity leading to reforms not being a government priority. Impact: Delay in project activities across all outputs, hindering AWP target achievement. Treatment: Continuous engagement with incumbent governments, advocating for governance system strengthening, positioning the project as a preferred partner. 3. Parliamentary Endorsement on Constitutional Amendments: Cause: Diverse opinions among constituents, hindering the assurance of Parliament's endorsement for proposed public sector reforms requiring Constitutional amendments. Impact: Delays in project activities, hindering AWP target achievement. Treatment: Maintaining constant engagement with key stakeholder groups, advocating for good governance through civil service reforms. 4. Turnover in Key Government Leadership Positions: Cause: Federal Government's sole prerogative in appointing, transferring, and posting key leadership positions, leading to potential turnover. Impact: Delays in project activities across all outputs, hindering AWP target achievement. Treatment: Broadening contact points within relevant government ministries, arranging regular briefing sessions for new incumbents. 5. Government Prioritization of Inclusivity and Gender Equality Reforms: Cause: Competing priorities, political considerations, or a lack of awareness about the significance of inclusivity and gender equality reforms. Impact: Perpetuation of gender-based disparities, hindering overall progress and development. Treatment: Implementing advocacy and awareness initiatives, engaging stakeholders, developing evidence-based policy recommendations, and fostering international partnerships to pressure the government into integrating these reforms.

6. Lessons Learned

- No items to display.

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7. Conclusions and Way Forward

In conclusion, the project's efforts during the reporting period have yielded significant progress across diverse initiatives, with impactful outcomes by providing support to the prime minister office on government effectiveness, gap assessment of Sindh revenue board, aiming at substantial improvements in tax collection and the establishment of critical frameworks for risk governance and operational efficiency of PDMA Sindh. Looking ahead, the project will continue to facilitate improved coordination between federal institutions and provincial ministries/departments through the development and implementation of national inter-governmental coordination instruments by line ministries, support to provincial governments to develop and implement instruments for better inter-provincial coordination to deliver national coherent responses. In addition, institutional support will be provided to ensure robust parliamentary oversight for key selected sectors to monitor cross-governmental coordination.

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The project will continue its support to BISP in the development of data exchange protocols, and EAD in the development and operationalization of Aid Effectiveness Digital Dashboard.

8. Other Reporting Requirements

- **Reporting Requirements**

  Reporting on Gender

  TechSafar: Digital Capacity Building of Women Trainers in Alamabad School, Swabi : Low participation rates of women in the labor force, along with the significant gender gap in the tech industry, highlight the urgent need for targeted interventions to empower women in STEM (Science, Technology, Engineering, and Math) fields. In response to these needs, #TechSafar, an innovative initiative designed to equip women teachers with digital learning tools and IT pedagogy skills was launched. The primary objective of #TechSafar program is to address the pressing need for enhanced educational practices in Pakistan. By providing specialized learning boot camps tailored for teachers, the goal is to equip them with the necessary digital skills to effectively integrate technology into their teaching methodologies. The pilot program aims to train up to 30 women teachers in Alamabad school, Swabi. As part of the initiative a comprehensive 'training-of-trainers' module was developed to empower future instructors employed within the #TechSafar program with the aim to equip them with the necessary skills and knowledge to proficiently deliver the curriculum to subsequent cohorts of women teachers.

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