

*Revised & Final version
13/03/2014*



Annual Work Plan 2014

Project Title: Strengthening Participatory Federalism & Decentralization

OP/Country Programme Outcome: Strengthened decentralized governance

Country Programme Output: Capacities of provincial authorities strengthened to implement the 18th Constitutional Amendment with focus on development planning, public finance, and local governance.
(Those linked to the project and extracted from the CPAP)

Project Outputs: *(Those that will result from the project and are taken from the Project Strategy)*

- I. Secretariat of Council of Common Interests is capacitated for effective management of shared responsibilities
- II. Business processes of provincial governments for managing devolved subjects are streamlined
- III. Participatory development planning at three tiers of local government is integrated
- IV. Multi-stakeholder forums on policy audit, transparency and accountability at federal, provincial and local governments levels are established and activated

Implementing Partner: UNDP
Ministry of Inter-Provincial Coordination, Chief Minister Secretariat (Balochistan), Planning & Development Department, Local Government Department, Forum of Federations, Centre for Civic Education, Higher Education Commission of Pakistan, Pakistan Press Council, and CSOs

Responsible Parties:

Project Brief Description															
<p>Strengthening Participatory Federalism and Decentralization (SPFD) is a multi-year, multi-tier, multi-sector and multi-stakeholder project launched by UNDP - Pakistan against the backdrop of the 18th Constitutional Amendment (2010). The SPFD views the 18th Amendment through a governance, development and public policy lens and identifies strategic areas of intervention to transition management of democratic devolution at federal, provincial and local levels. The core objective of the Project is to develop policy support mechanisms and create institutional mechanisms to strengthen effective service delivery at the grassroots level in a manner that is transparent and accountable to the people at the local level.</p>															
<p>Programme Period: 2013-2017</p> <p>Atlas Award ID: 00070684</p> <p>Atlas Project ID: 00084531</p> <p>Start date: March 2013</p> <p>End Date: December 2017</p> <p>PAC Meeting Date: 24th December 2012</p>	<table border="0"> <tr> <td>2014 AWP budget:</td> <td style="text-align: right;">\$2,768,125</td> </tr> <tr> <td>Total resources required</td> <td style="text-align: right;">\$2,768,125</td> </tr> <tr> <td>Total allocated resources:</td> <td style="text-align: right;">\$750,000</td> </tr> <tr> <td>• Regular</td> <td style="text-align: right;">\$250,000</td> </tr> <tr> <td>• Other:</td> <td></td> </tr> <tr> <td> o BCPR</td> <td style="text-align: right;">\$500,000</td> </tr> <tr> <td>Unfunded budget:</td> <td style="text-align: right;">\$2,018,125</td> </tr> </table>	2014 AWP budget:	\$2,768,125	Total resources required	\$2,768,125	Total allocated resources:	\$750,000	• Regular	\$250,000	• Other:		o BCPR	\$500,000	Unfunded budget:	\$2,018,125
2014 AWP budget:	\$2,768,125														
Total resources required	\$2,768,125														
Total allocated resources:	\$750,000														
• Regular	\$250,000														
• Other:															
o BCPR	\$500,000														
Unfunded budget:	\$2,018,125														

Agreed by UNDP (CD / DCD-P):

M. Iqbal 13/3/14

I. ANNUAL WORK PLAN 2014

Project ID: 00084531 Project Title: Strengthening Participatory Federalism & Decentralization Project

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (\$)
Output 1: Secretariat of Council of Common Interests is capacitated for effective management of shared responsibilities Indicators: 1) No. of civil servants trained on devolution management 2) No. of Inter-Provincial Dialogues organized on prioritized sectors 3) No. of Parliamentarians trained through Peer Learning Group 4) Improved coordination Baseline: 1) Lack of a dedicated training module for govt. officials on 18 th Amendment 2) No Inter-Provincial Dialogues have been organized 3) Parliamentary Peer Learning	1.1. Activity Result: CCI Secretariat & IPC Dept. Staff is trained - Action: 1.1.1 Training Module developed for NEPA/NSPP course by IPC - Action: 1.1.2 Training conducted of Master Trainers at NIMS & course participants 1.2. Activity Result: Inter-Provincial collaboration & knowledge sharing on prioritized sectors - Action: 1.2.1 Establishing Inter-Provincial Forum on Economic policy and public debt management - Action: 1.2.2 Conducting Policy Advocacy & analysis on Operationalization of Article 172 1.3. Activity Result: Parliamentary Peer Learning Groups at a regional/global level for cross-country collaboration - Action: 1.3.1 Regional Collaboration with UNDP APRC and FOF to arrange a Parliamentary Summit of Parliamentarians on constitutional reforms & decentralization	X	X	X	X	UNDP	BCPR TBD	Training Workshop (75700)	20,000 55,000
		X	X	X	X	UNDP	TBD	Training Workshop (75700)	50,000
		X	X	X	X	UNDP	TBD	Training Workshop (75700)	150,000

<p>Groups at a regional level have not been organized</p> <p>3) Parliamentary Peer Learning Groups at a regional level have not been organized</p> <p>4) DMIS has not been developed</p> <p>Targets: 1) 150 IPC/CCI Staff trained</p> <p>2) Two Inter-Provincial Dialogues organized</p> <p>3) 20 Parliamentarians trained and attended Peer Learning Groups</p> <p>4) DMIS developed for Federal IPC</p>	<p>1.4. Activity Result: Establishing Devolution Management Information System (DMIS) for assisting the compliance/follow-up of CCI decisions</p> <p>- Action: 1.4.1 - IT Consultant hired to conduct needs assessment study</p> <p>- Action: 1.4.2 - IT Firm/Individual contracted to develop Devolution Management Information System</p> <p>- Action: 1.4.3 - Provision of IT Equipment & refurbishment of offices of provincial IPC Departments</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p>	<p>X</p>	<p>UNDP</p>	<p>BCPR</p> <p>TBD</p>	<p>Local Consultant (71300)</p>	<p>30,000</p> <p>50,000</p>
<p>SUB-TOTAL- OUTPUT 1:</p>	<p>1.5. Activity Result: Parliamentary and Public Debate on key constitutional reports</p> <p>- Action: 1.5.1 - Analysis (Qualitative + Quantitative) of 4 key Annual Reports (CCI, NEC, POP, NFC)</p>	<p>X</p>	<p>X</p>		<p>CCEP</p>	<p>BCPR</p> <p>TBD</p>	<p>Letter of agreement (75700)</p>	<p>25,000</p> <p>5,000</p>
<p>385,000</p>								

<p>Output 2 Business processes of provincial governments for managing devolved subjects are streamlined</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1) No. of Policy Seminars, Briefs & draft laws prepared by CMPRU 2) KPIs developed for tracking of implementation of policy decisions 3) Annual Performance Audit Report identifies the status of transition management in provinces <p>Baseline:</p> <ol style="list-style-type: none"> 1) Balochistan government is still grappling with challenges of devolution management 2) Tracking and monitoring of policy decisions remains weak at all tiers of government 3) No Progress Report published on the current status of the implementation of 18th Amendment <p>Targets:</p> <ol style="list-style-type: none"> 1. 10 Seminars, Briefs & Draft laws prepared by CMPRU 2. SIGOB Mission conducts meetings with provincial & federal governments and prepares an 	<p>2.1 Activity Result: CM Policy Reform Unit established for assisting transition management in Balochistan</p> <ul style="list-style-type: none"> - Action: 2.1.1.1 Scoping Study & Policy Brief on operationalization of Article 172 - Action: 2.1.1.2 Technical Support to P & D for development of Balochistan Core Programme (incl. water, fisheries, education, & health sectors) and organizing Balochistan Development Forum - Action: 2.1.1.3 Mapping the potential of Provincial Revenue Authority in Balochistan - Action: 2.1.1.4 Provincial baseline report on legislative, institutional, regulative and fiscal domains - Action: 2.1.1.5 Technical Support to draft & review pending laws in view of 18th Amendment - Action: 2.1.1.6 Conduct stakeholder consultations on draft laws - Action: 2.1.1.7 Analysis of Balochistan Rules of Business - Action: 2.1.1.8 Staff & Operational Costs of CMPRU - Action: 2.1.1.9 Inter-Provincial Forum organized on Health & Article 172 - Action: 2.1.1.10 Pre-Budget Consultations in Balochistan 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>CMPRU, Govt. of Balochistan, UNDP</p>	<p>BCPR</p> <p>TBD</p>	<p>Letter of Agreement (72100)</p>	<p>205,000</p> <p>145,000</p>
--	--	--	--	------------------------	------------------------------------	-------------------------------

<p>Output 3: Participatory development planning at three tiers of local government is integrated</p> <p><i>Indicators: (1) No. of Local govt. functionaries trained on their duties, roles and responsibilities</i></p> <p><i>2) No. of Meetings conducted of LGCG to improve coordination between development partners</i></p> <p>Baseline: (1) All provinces have drafted their LG Laws</p> <p><i>(2) Local Govt. Elections to be conducted in early 2014 (except for Balochistan which is in 2013)</i></p> <p>Targets: 1. 5000 Local Govt. Officials are trained</p> <p>3. Set up the Local Governance Coordination Group & organize 4 meetings</p>	<p>3-1. Activity Result: Local Government Policy Support extended to KP, GB and Balochistan governments for developing policy, legal, operational and fiscal frameworks</p> <ul style="list-style-type: none"> - Action: 3.1.1 Hiring of consultants for development of operational, legal, fiscal, institutional and policy frameworks - Action: 3.1.2 Development of training modules/manuals for elected local govt. officials <p>-Action: 3.1.3 Pilot bottom-up/participatory development planning in 1 district</p> <ul style="list-style-type: none"> - Action: 3.1.4 Establish Inter-Provincial Forum on Local Governance for information & knowledge sharing - Action: 3.1.5 Conducting training of Master Trainers & elected local govt. officials on their roles, duties & responsibilities - Action: 3.1.6 Provide technical support for drafting of local govt. law <p>3-2. Activity Result: Local Governance Coordination Group established for enhanced collaboration between development partners</p> <ul style="list-style-type: none"> - Action: 3.2.1 Conducting meetings of LGCG on a quarterly basis for coordination and knowledge-sharing 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>IPC, Local Govt. Departments, CSOs, and UNDP</p>	<p>BCPR</p> <p>TBD</p>	<p>MCG/LoA/Local Consultant (75700)</p> <p>125,000</p> <p>625,000</p>	<p>Local Consultant (71300)</p> <p>1,000</p>	<p>Sub Total – Output 3:</p> <p>\$ 751,000</p>
--	---	---	---	---	------------------------	---	--	--

<p>Output 4: Multi-stakeholder forums on policy audit, transparency and accountability at federal, provincial and local governments levels are established and activated</p> <p>Indicators:</p> <p>1) No. of districts covered through constitutional literacy drive</p> <p>2) No. of Federalism fellowships offered</p> <p>3) No. of Policy Dialogues conducted on RTI</p> <p>4) No. of media practitioners trained on development & constitutional reporting</p> <p>Baseline:</p> <p>1) Lack of awareness amongst citizens about their constitutional rights and grievance redressal mechanisms</p> <p>2) Limited policy & academic research on issues of Federalism and decentralization</p> <p>3) RTI laws have not been operationalized at Federal and Provincial levels</p> <p>4) Media Practitioners lack the necessary skills required for constitutional and development reporting</p>	<p>4-1 Activity Result: Constitutional Literacy Drive is launched for increased public awareness</p> <p>-Action: 4.1.1 Support policy dialogues, seminars, cross-cultural events, youth declamations and quizzes/essay writing competitions, and media on democratic governance, federalism, provincial autonomy and local governments</p> <p>- Action: 4.1.2 Support development of multi-media training and advocacy materials (feature reports, lecture & video magazine)</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>CCEP, Universities, Councils, Professional Associations, UNDP</p> <p>CSOs, Bar</p>	<p>BCPR</p> <p>TBD</p>	<p>Training Workshop and Conferences (75700)</p>	<p>25,000</p> <p>175,000</p>
<p>1) No. of districts covered through constitutional literacy drive</p> <p>2) No. of Federalism fellowships offered</p> <p>3) No. of Policy Dialogues conducted on RTI</p> <p>4) No. of media practitioners trained on development & constitutional reporting</p> <p>Baseline:</p> <p>1) Lack of awareness amongst citizens about their constitutional rights and grievance redressal mechanisms</p> <p>2) Limited policy & academic research on issues of Federalism and decentralization</p> <p>3) RTI laws have not been operationalized at Federal and Provincial levels</p> <p>4) Media Practitioners lack the necessary skills required for constitutional and development reporting</p>	<p>4-2. Activity Result: Policy Research & Analysis on Federalism, FLL-II and Decentralization</p> <p>-Action: 4.2.1 UNDP-HEC Fellowship on Federalism offered to M. Phil students</p> <p>-Action: 4.2.2 Conducting training of faculty members on the Federalism Course with specific reference to 18th Constitutional Amendment</p> <p>-Action: 4.2.3 Partnering with universities, CSOs, research think tanks & researchers for conducting review & research on Federalism, FLL-II subjects and Decentralization</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>HEC, CCEP, CSOs, and UNDP</p>	<p>BCPR</p> <p>TBD</p>	<p>SVC-Study & Research (72125)</p>	<p>30,000</p> <p>40,000</p>
<p>1) No. of districts covered through constitutional literacy drive</p> <p>2) No. of Federalism fellowships offered</p> <p>3) No. of Policy Dialogues conducted on RTI</p> <p>4) No. of media practitioners trained on development & constitutional reporting</p> <p>Baseline:</p> <p>1) Lack of awareness amongst citizens about their constitutional rights and grievance redressal mechanisms</p> <p>2) Limited policy & academic research on issues of Federalism and decentralization</p> <p>3) RTI laws have not been operationalized at Federal and Provincial levels</p> <p>4) Media Practitioners lack the necessary skills required for constitutional and development reporting</p>	<p>4-3. Activity Result: Policy Advocacy for drafting & implementation of RTI Laws</p> <p>-Action: 4.3.1 Conducting Policy Dialogues on RTI in provinces</p> <p>-Action: 4.3.2 Supporting Information Departments in implementing RTI laws (KP & Punjab)</p> <p>- Action: 4.3.3 Supporting Information Departments in amending RTI Laws (Balochistan + Sindh)</p> <p>- Action: 4.3.4 Piloting Citizen's Information & Accountability Forum in 1 rural and 1 urban district</p>	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>	<p>Information Departments, CSOs, CCEP, Local governments, and UNDP</p>	<p>TRAC</p> <p>TBD</p>	<p>MCG/LOA (75700)</p>	<p>40,000</p> <p>60,000</p>

Targets: 1) Constitutional literacy campaign is launched in 20 districts across Pakistan 2) 12 fellowships awarded to public university students for research on Federalism 3) Four Policy Dialogues organized on operationalization of RTI 4) Establishment of Media Group on Governance	4-4 Activity Result: Media Group on Governance is established - Action: 4.4.1 Course Development & Training of media practitioners on Governance / Constitutional / Development Reporting - Action: 4.4.2 Launching of Governance/Devolution News Service	X	X	X	X	X	X	UNDP	BCPR TRAC	Training Workshops & conferences (75700)	40,000 10,000
Sub – Total – Output 4:											
Project Management Unit											
5.1.1 National Staff Salary	5.1.1.1 Salary of National Technical Advisor, Provincial Advisors, Communication Officer, Operations Manager, Admin & Finance Associate / Officer, IT Associate, M & E Officer, Project Officer, Driver	X	X	X	X	X	X	UNDP	TRAC TBD	Service Contract-Inv (74400)	90,000 106,000
5.1.2 International Staff Salary	Salary and re-location grant of Chief Technical Specialist	X	X	X	X	X	X	UNDP	TBD TRAC	FTA (61300)	202000 60000
5.2 Rental & Maintenance											
5.2.1 Repair & Maint. Vehicle	5.2.1.1 Repair & Maintenance of official Car	X	X	X	X	X	X	UNDP	TRAC TBD	Repair & Maint. Office equipment 73410	5,000 2,000
5.2.2 POL	5.2.2.1 Fuel, lubricants, oil change	X	X	X	X	X	X	UNDP	TRAC TBD	Repair & Maint. Office equipment 72300	4,500 4,500
5.3 Equipment & Furniture									TRAC		
5.3.1 IT equipment	5.3.1.1 Laptop, Printer, Copier, Handy Cam	X	X	X	X	X	X	UNDP	TRAC TBD	BA007 - IT & Co.	2,500 7,500
5.4 Rent Building									TRAC		

5-4.1 Rent office	5-4.1.1 Rent office building	X									Rental & Maint. Premises 73400	60,000
5-5 Communication, stationery & Office Supplies												
5-5.1 Communications	5-5.1.1 Landline Telephone bills, mobile bills, postage, EVO internet bill, office internet bills	X	X	X	X						Communications 72400	5,000 2,500
5-5.2 Stationery	5-5.2.1 Stationery		X	X	X						Stationery & Office Supplies 72500	8,000
5-5.3 Office Supplies	5-5.3.1 Office Supplies	X		X							Stationery & Office Supplies 72500	2,000
5-5.4 Misc. Exp					X						Misc. Exp 74500	5,000 2500
5-5.5 Printing	5-5.5.1 Printing of cards, brochures, small booklet and reports	X	X	X	X						Printing & Publications 74210	1,000 4,500
5-6 DSA & Trainings												
5-6.1 DSA	5-6.1.1 Travelling allowance, tickets, trainings	X	X	X	X						DSA 71600	10,000 17,000
5-6.2 Trainings & Workshops	5-6.2.1 trainings & workshops refreshment	X	X	X							Trainings 75700	5,000 10,000
Sub-total												616,500
ISS			X	X	X						ISS 74525	10,000 70,625
Total												\$ 2,768,125

II. MONITORING PLAN 2014

(Include all monitoring and evaluation activities/events)

Project ID: 00084531 Project Title: Strengthening Participatory Federalism & Decentralization Project

Expected Results (Outcomes & Outputs)	Indicators	Baseline	Targets	Data Collection Plan				Risks and Assumptions
				Source/Method of Collection	Schedule/Frequency	Responsible Staff	Resources (\$)	
Obtained from the CPAP and project Results Frameworks)	Obtained from the CPAP and project Results Frameworks)	At the project start date	At the project end date	Specific publication, evaluation, survey, field observation, interviews, etc	Monthly, quarterly, annually, etc	Staff member responsible for collecting and reporting data	Estimated cost of collecting and reporting data	Any risks or assumptions concerning data collection
CPAP Outcome: Strengthened Decentralized Governance								
CPAP Output: Capacities of provincial authorities strengthened to implement the 18th Amendment with focus on development planning, public finance, local governance and MDGs acceleration (including MDG	1. Number of legislative reforms and capacity-building initiatives implemented that facilitate implementation of the 18th Constitutional Amendment	18th Amendment passed in 2010 and province passes necessary legislation and reorganization to complete the process	Capacity assessment and reorganization of selected provincial departments supported;	1) Quarterly Progress Reports 2) Annual Progress Reports 3) Field Visits	Quarterly & Annual	Monitoring & Reporting Programme Staff	\$500	1) Security Situation in Balochistan & KPK (Risk) 2) Implementing Partners have the necessary capacity to deliver (Assumption)

<p>Project Output 1: Secretariat of Council of Common Interests is capacitated for effective management of shared responsibilities</p>	<p>1) No. of IPC/CCI Staff Trained on Devolution management 2) No. of Inter-Provincial Forums organized on FLL-II subjects</p>	<p>1) Weak capacity of CCI secretariat and IPC Departments; 2) Inter-Provincial Forums on FLL-II subjects have not been notified</p>	<p>Research and advocacy for administrative and fiscal decentralization to local governments.</p>	<p>1) Training conducted of 175 government officials (Grades 18-20) on IGR 2) Inter-Provincial Forums on key subjects established</p>	<p>1) News Publications, 2) Project Newsletter, 3) QPR, 4) APR, 5) Annual CCI Report, 6) Provincial Summaries for CCI, 7) Minutes of CCI Meetings, 8) Field Visits, 9) Spot Check by CO</p>	<p>1 & 2 - Monthly 3, 7, 8 & 9 - Quarterly 4, 5 & 6 - Annual</p>	<p>Monitoring & Reporting Officer / Programme Staff</p>	<p>\$ 7,000</p>	<p>1) Security Situation in Balochistan & KP impacting Project Site Visits (Risk), 2) Lack of Resource Mobilization to meet the funding gap (Risk), 3) Provincial disagreement on key issues causing difficulties in formulation of Inter-Provincial Forums, 4) Variations in Political Will of relevant stakeholders, 5) Creating consensus amongst stakeholders on holding project activities, 6) CCI Meeting will be held on a quarterly basis (assumption), 7) CCI Notification of Inter-</p>
--	--	--	---	---	---	--	---	-----------------	---

<p>Project Output 2: Business processes of provincial governments for managing devolved subjects are streamlined</p>	<p>1. Technical Working Group for Amendment in the Rules of Business of Balochistan is formulated 2. CMPRU develops the Institutional Design for Balochistan Revenue Board</p>	<p>1. KPK and Balochistan are the only two provinces left to amend their Rules of Business 2. Balochistan is the only province left in establishing a Provincial Revenue Board</p>	<p>1. Rules of Business of Balochistan Govt. are amended 2. Institutional Design of Balochistan Revenue Board is approved</p>	<p>1) News Publications, 2) Govt. Notification, 3) Institutional Design Report, 4) Progress Reports, 5) Field Visits</p>	<p>Annual</p>	<p>Monitoring & Reporting Officer / Programme Staff</p>	<p>\$ 10,000</p>	<p>Provincial Forums is delayed (assumption)</p> <p>1) Security Situation in Balochistan impacting Project Site Visits (Risk); 2) Lack of Resource Mobilization to meet the funding gap (Risk); 3) Political commitment to establishing Balochistan Revenue Board (Assumption)</p>
<p>Project Output 3: Participatory development planning at three tiers of local governments is integrated and institutionalized</p>	<p>1. No. of meetings conducted of Inter-Provincial Network on Local Govt. 2. No. of Policy Research and decisions undertaken by LG Support Unit</p>	<p>1. No Inter-Provincial network of LG currently exists 2. Local Govt.</p>	<p>1. Establishing the Inter-Provincial Network on Provincial Support Unit, 4) Field Visits</p>	<p>1) News Publications, 2) Meeting Minutes of IPNLG, 3) Policy Research Published by LG Support Unit, 4) Field Visits</p>	<p>Bi-Annual</p>	<p>Monitoring & Reporting Officer / Programme Staff</p>	<p>\$5,000</p>	<p>1. Lack of political will on establishing a knowledge sharing forum (Risk) 2. Local Govt. Elections are conducted in KP (Assumption)</p>

<p>Project Output 4: Multi-stakeholder forums on policy audit, transparency and accountability at federal, provincial and local governments levels are established and activated</p>		<p>departments across the 4 provinces have weak research, monitoring and technical capacity due to the absence of LG since 2008</p>	<p>2. Establish a Local Govt. Policy Reform Unit in KP</p>	<p>1) Field Visits, 2) University Reports, 3) HEC Publications, 4) Constitutional Literacy Material</p>	<p>Quarterly</p>	<p>Monitoring & Reporting Officer / Programme Staff</p>	<p>\$10,000</p>	<p>1. Security hinders the constitutional literacy campaign (Risk) 2. M.Phil Scholars are unable to complete their research within the timeframe (Risk) 3. HEC is able to properly administer the fellowship fund (Assumption)</p>
--	--	---	--	---	------------------	---	-----------------	--

III. RECRUITMENT PLAN 2014

(Include all the recruitments envisaged by the project in AWP 2014 - including national and international staff positions that are vacant or newly created)

Project ID: 00084531

Project Title: Strengthening Participatory Federalism and Decentralization

#	Post Title	National/ International	Level of Post	Proforma Cost per year (US\$)	Responsible party (UNDP/EAD/ IP/PMU etc)	Contract Modality (TA/FTA/SC/ NIMU/Govt)	Reporting to/ Supervisor	Duty Station	Contract Start Date	Contract End Date
1.	Chief Technical Specialist	International	P-4	262,000	UNDP	FTA	DCD Programme	Islamabad/ Pakistan	1 st Jan 2014	31 st Dec 2014
2.	Local Governance Specialist	National	SB-5	29,063	UNDP	SC	CTS/NTA	Islamabad/ Pakistan	1 st Jan 2014	31 st Dec 2014
3.	Monitoring & Reporting Officer	National	SB-4	21,463	UNDP	SC	CTS/NTA	Islamabad/ Pakistan	1 st Jan 2014	31 st Dec 2014
4.	Procurement Associate	National	SB-3	12,345	UNDP	SC	Operations Manager	Islamabad/ Pakistan	1 st Jan 2014	31 st Dec 2014
5.	Office Assistant	National	SB-1	3,023	UNDP	SC	Operations Manager	Islamabad/ Pakistan	1 st Jan 2014	31 st Dec 2014
6.	Communications Officer	National	SB-4	21,463	UNDP	SC	NTA	Islamabad/ Pakistan	1 st Jan 2014	31 st Dec 2014
7.	Admin and Finance Assistant	National	SB-3	12,345	UNDP	SC	Operations Manager	Islamabad/ Pakistan	1 st Jan 2014	31 st Dec 2014

Note: Positions at serial 1 & 2 are approved position for 2013 but incumbent against the said positions could not be identified/hired

IV. PROCUREMENT PLAN 2014

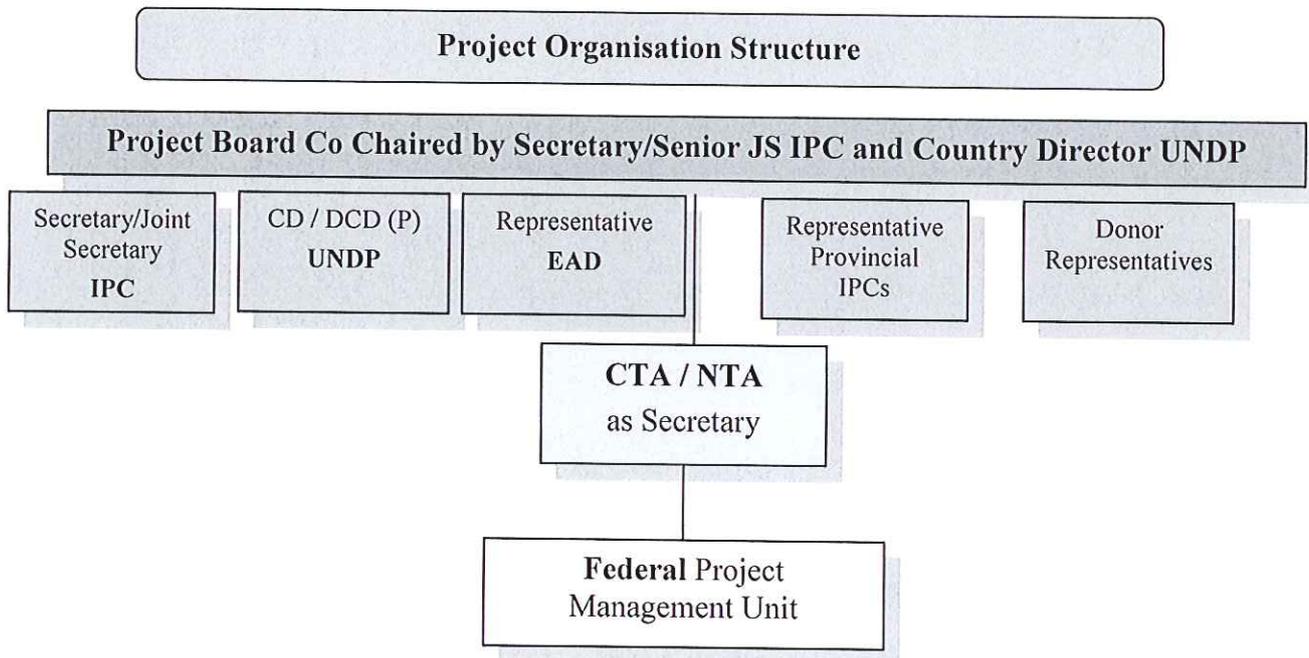
(Include all local and international procurements valued at or above \$ 2,500 envisaged in AWP 2014 – including goods, assets, services and works)

Project ID: 00084531 Project Title: Strengthening Participatory Federalism and Decentralization

#	Description	Type (good, service, works)	Estimated Budget (\$)	Responsible party (UNDP/EAD/IP/PMU etc)	Invitation Type (EFP, RFA, ITB, etc)	Announcement Target Date	Evaluation Target Date	Committee Review (CAP, RACP, etc)	Committee Review Target Date	Contract Start Date	Contract End Date	Responsible project staff
1	IT equipment & office refurbishment – IPC departments/Provincial CCI	Goods	30,000	PMU	ITB	5 th March 2014	30 March 2014	April/May 2014	May 2014	May 2014	Dec 2014	Admin/Finance Associate
2	IT Firm/Individual hired to develop Database/MIS on Devolution	Services	40,000	PMU	RFP	Feb 2014	15 March 2014	15 April 2014	25 April 2014	April 2014	Dec 2014	Admin/Finance Associate
3	IC- IT Specialist hired to conduct needs assessment of MIS	Services	2,000	PMU	RFP	Feb 2014	15 March 2014	15 April 2014	25 April 2014	April 2014	Dec 2014	Admin/Finance Associate
4	Conducting Citizens Awareness sessions on Local Government Law	Service	50,000	PMU	RFP	Feb 2014	March 2014	April 2014	April 2014	May 2014	Dec 2014	Admin/Finance Associate
5	Annual Performance Audit Report	Services	100,000	PMU	RFP	Jan 2014	Feb 2014	Feb 2014	Feb 2014	March 2014	Dec 2014	Admin/Finance Associate
6	Development of Constitutional Literacy Media Materials	Service	100,000	PMU	RFP	Jan 2014	Jan 2014	Feb 2014	Feb 2014	Feb 2014	Dec 2014	Admin/Finance Associate

7	Conducting Policy Dialogues in collaboration with partners to facilitate discussion on Federalism, FLL-II subjects and Decentralization	Service	100,000	PMU	RFP	Jan 2014	Jan 2014	Jan 2014	Jan 2014	Feb 2014	Feb 2014	Dec 2014	Admin/Finance Associate
8	Partnering with Academia, Research Think Tanks, & Policy Research Centres to conduct policy research	Service	100,000	PMU	RFP	Jan 2014	Jan 2014	Jan 2014	Jan 2014	Feb 2014	Feb 2014	Dec 2014	Admin/Finance Associate
9	IC - Translators for Regional Languages	Service	10,000	PMU	IC	March 2014	April 2014	April 2014	April 2014	May 2014	May 2014	Dec 2014	Admin/Finance Associate
10	Development of Course Modules & Training of Journalists on Development Reporting	Service	50,000	PMU	IC	March 2014	April 2014	April 2014	April 2014	May 2014	May 2014	Dec 2014	Admin/Finance Associate
11	IC- Fiscal Decentralization Expert	Service	10,000	PMU	IC	March 2014	April 2014	April 2014	April 2014	May 2014	May 2014	Dec 2014	Admin/Finance Associate
12	IC- Institutional Development Expert	Service	15,000	PMU	IC	March 2014	April 2014	April 2014	April 2014	May 2014	May 2014	Dec 2014	Admin/Finance Associate
13	RFP- Assistance in drafting of Local Govt. Law to GB	Service	30,000	PMU	RFP	March 2014	April 2014	April 2014	April 2014	May 2014	May 2014	Dec 2014	Admin/Finance Associate

V. MANAGEMENT ARRANGEMENTS



VI. PLANNING, MONITORING AND REPORTING

The project will follow the following planning, monitoring and reporting cycle during the year.

Timeline /Target Date	Activity	Primary Responsibility
1 November 2013	Prepare draft Annual Work Plan 2014 and budget and present at UNDP annual retreat on 4-5 November 2013	Project Manager
11 November 2013	Review of AWP for Quality assurance, alignment with CPAP and UNDP priorities, results orientation and resource availability	ACD UNDP and Program Officer
30 November 2013	Organise Project Steering Committee to: a) Review of project contribution to results and financial delivery 2013; b) Review and endorsement of AWP 2013	Project Director/ Project Manager
6 December 2013	Submit signed AWP and, where applicable in NIM projects, Letter of Service, to UNDP for final review and signature by UNDP	Project Director/ Project Manager
6 December 2013	Submit draft Annual Progress Report 2013, including project contribution to outcomes, outputs, activities and financial delivery and lessons-learnt, to UNDP	Project Director/ Project Manager
13 December 2013	Approval of AWP and LOS by UNDPs	ACD UNDP and Program Officer
31 December 2013	Review and provide feedback on the project APR to NPM	ACD UNDP and Program Officer
31 January 2014	Submit final Annual Progress Report 2013 to UNDP	Project Director/ Project Manager
28 February 2014	Annual audit of the project	SMU-UNDP
30 April 2014 31 July 2014 31 October 2014	Quarterly Progress Reports, including: a) Report on project progress and financial delivery b) Update of Issue Log in Atlas (tracking and resolution of potential problems or requests for change) c) Update of Risk Log (Reviewing of external environment that may affect project implementation)	Project Manager
15 July 2014	Organise Project Steering Committee (Mid-year review of project progress and, if needed, revision of the AWP)	Project Director/ Project Manager
30 November 2014	Organise Project Steering Committee to: c) Review of project contribution to results and financial delivery 2014; d) Review and endorsement of AWP 2015	Project Director/ Project Manager

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together the instrument envisaged and defined in the Supplemental Provisions to the Project attached hereto and forming an integral part hereof, as "the Project Document"

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the [project funds]¹ [UNDP funds received pursuant to the Project Document]² are 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 entered into under this Project Document.

¹ To be used where UNDP is the Implementing Partner

² To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner.

ANNEXES

- Annex 1: Risk log matrix (An assessment of risks that may affect the project implementation and achievement of results)
- Annex 2: Letter of Service signed between UNDP and the Implementing Partner where UNDP Country Office will provide Implementation Support Services to a NIM project
- Annex 3: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)
- Annex 4: Cost sharing agreements signed with donors/government (if any)
- Annex 5: Project cooperation agreement signed with NGOs (if any)
- Annex 6: Agreements between the Implementing Partner and Responsible Parties (Government entities, NGOs, etc)
- Annex 7: Terms of Reference for key project personnel should be developed and attached

OFFLINE RISK LOG

(see *Deliverable Description* for the Risk Log regarding its purpose and use)

RISK LOG

Project Title: Strengthening Participatory Federalism & Decentralization		Award ID: 00070684		Date: November 2013					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Security threat against international organization employees	July 2013	Environmental -Security/Safety Operational -Safety being compromised Political -Armed conflict and instability	P = 4 I = 5	UNDSS will be involved for security SOPs and arrangement for project office and staff .	CTA		Project Initiation	
2	Project establishment and accessibility issues due to security situation in Balochistan	July 2013	Environmental -Security/Safety Operational -Safety being compromised Political -Armed conflict and instability	P = 3 I = 3	UNDSS cooperation will be sought to brief military authorities about the scope and nature of project.	UNDSS		Project Initiation	
3	Movement of project staff is restricted due to UN Security regulations and	July 2013	Environmental -Security/Safety	P = 3 I = 5	UNDSS will be involved for security SOPs and arrangement for	UNDSS		Project Initiation	

	protocols			Operational -Safety being compromised Political -Armed conflict and instability		project office and staff.				
4	Lack of cooperation from political and bureaucratic leadership	July 2013	Political -Political will Operational -Project delivery is delayed	P = 3 I = 5	Project offices will be strengthened with senior level experts to engage proactively with political and bureaucratic leaderships.	PMU	Project Initiation			
5	Lack of political capital for implementation of 18 th amendment at provincial levels due to disconnect between top, middle and lower tiers of political leadership within political parties	July 2013	Political -Political will	P = 3 I = 4	Informal stakeholder forums with participation of different echelons of political parties will be undertaken to deepen understanding and implications of 18 th amendment, and highlight challenges in implementation	PMU	Project Initiation			
6	Continued low interest and understanding of impact of 18 th amendment among media, civil society, and	July 2013	Strategic -Partnerships fail to deliver	P = 2 I = 3	Mobilizing public opinion through engagement of civil society, media and academia is one of the	PMU	Project Initiation			

TERMS OF REFERENCE
PROGRAMME OFFICER, MONITORING & EVALUATION

Duty Location:	Islamabad, Pakistan, with frequent in-country travel
Level:	SB-4
Duration:	12 months, extendable

Background

The 18th amendment to the Constitution of Pakistan was passed in 2010, with the full support of all political parties. The amendment has wide-ranging impacts for the Government of Pakistan at federal level, legislating for much demanded provincial autonomy in legal, executive, fiscal and administrative spheres. As a consequence of the amendment, there have been significant results including 100 articles in the constitution being reviewed, 47 subjects and 17 federal ministries being devolved to the provinces, federal and provincial constitutional purviews (through two Federal Legislative Lists) being clearly demarcated, and holding of elections for local governments by Election Commission of Pakistan being constitutionally mandated.

UNDP Pakistan has been leading efforts to analyse the emerging challenges and opportunities as a result of the devolution process, enhancing understanding of the amendment. In this regard, UNDP commissioned two assessments to learn more about the impacts of the amendment; an initial assessment in 2010 and a detailed follow up assessment in 2011-2012. In addition, UNDP has held provincial and national consultations in collaboration with the Forum of Federations (FOF), which works on strengthening federal systems. FOF is an Intergovernmental body comprising of 10 member states and is mainly funded by the Canadian government. Pakistan became an official member of FOF in March 2012; other members include Canada, Australia, Switzerland, Germany and Brazil.

In light of the findings and recommendations of the assessment missions, a project of support for strengthening the implementation of the 18th Amendment has been formulated to build capacities of provincial authorities in improving governance, enhance inter-provincial coordination and public service delivery as a result of devolution process under the 18th amendment. The project will be implemented using the UNDP Direct Implementation (DIM) arrangements under the supervision of a Project Review Board (PRB).

Duties and Responsibilities

The Programme Officer Monitoring & Evaluation, who shall report directly to CTA/National Technical Specialist, monitors all aspects of the project progress and implementation, identifies operational issues, updates project risk logframe and suggest measures before hand to address issues likely to arise in the normal course of project implementation. He / She will provide guidance to the CTA/NTA in all aspects of the project cycle with a focus on the project implementation and programme criticality.

- Provide input in developing the programme/project (SPFD) AWP; focusing programme/project expected outcomes & outputs.
- Design and develop SPFD monitoring and reporting systems processes in line with the project AWP; translating UNDP's priorities into local interventions.
- Develop mentoring relations with the programme implementation and executing partners. Explaining/ Adoption of performance indicators/ success criteria, targets and milestones.
- Enhance project impact through knowledge sharing and recommendation to partners to adopt international best practices for programme/project monitoring and evaluation.
- Effective application of RBM tools to monitor achievements/results.
- Support capacity building of programme/project staff in RBM and M&E.
- Prepare regularly reports on activities, outputs and outcomes; extract donor specific reports as required.
- Integrate programme/project M&E reporting with UNDP CO web-based corporate tools.
- Assist in the launching of project formulation and evaluation missions, preparation of Terms of Reference.
- Liaison with the UNDP Country office for all reporting and coordination.
- Oversee all programmatic activity development including development concept notes.
- Conduct periodic visit to the project area and sub-offices to review compliance with the recognized procedures.
- Assist the CTA/NTA in preparation of projects close out reports for successful project close out.
- Share where necessary lesson learned with project staff.
- Coordinate meetings, arrange and host donor missions and field visits as requested by CTA/NTA.
- Any other responsibility assigned by the CTA or NTA.

Competencies:

- Excellent knowledge of project management, monitoring & evaluation;
- Good understanding of the 18th Amendment and constitutional reforms;
- Excellent interpersonal communication skills;
- Ability to work under stress and to undertake multi-tasking;
- Acting as a team player and facilitating team work
- Excellent skills in technical report writing;
- Good physical health and ability to travel to local areas with basic travel facilities;
- Positive attitude with a mind-set of delivering development services in a professional manner;
- Self-development, initiative taking
- Managing conflict
- Work experience with UN is preferable

Experience

At least 5 years of proven work experience in programme management, monitoring and evaluation, project coordination and administration in capacity building projects; Availability for numerous visits outside the base location; excellent communication and IT skills; excellent writing and language skills in English. Knowledge of local languages is desirable.

TERMS OF REFERENCE
LOCAL GOVERNANCE SPECIALIST

Duty Location: Islamabad, Pakistan, with frequent in-country travel
Level: SB-5

Background

The 18th amendment to the Constitution of Pakistan was passed in 2010, with the full support of all political parties. The amendment has wide-ranging impacts for the Government of Pakistan at federal level, legislating for much demanded provincial autonomy in legal, executive, fiscal and administrative spheres. As a consequence of the amendment, there have been significant results including 100 articles in the constitution being reviewed, 47 subjects and 17 federal ministries being devolved to the provinces, federal and provincial constitutional purviews (through two Federal Legislative Lists) being clearly demarcated, and holding of elections for local governments by Election Commission of Pakistan being constitutionally mandated.

UNDP Pakistan has been leading efforts to analyse the emerging challenges and opportunities as a result of the devolution process, enhancing understanding of the amendment. In this regard, UNDP commissioned two assessments to learn more about the impacts of the amendment; an initial assessment in 2010 and a detailed follow up assessment in 2011-2012. In addition, UNDP has held provincial and national consultations in collaboration with the Forum of Federations (FOF), which works on strengthening federal systems. FOF is an Intergovernmental body comprising of 10 member states and is mainly funded by the Canadian government. Pakistan became an official member of FOF in March 2012; other members include Canada, Australia, Switzerland, Germany and Brazil.

In light of the findings and recommendations of the assessment missions, a project of support for strengthening the implementation of the 18th Amendment has been formulated to build capacities of provincial authorities in improving governance, enhance inter-provincial coordination and public service delivery as a result of devolution process under the 18th amendment. The project will be implemented using the UNDP Direct Implementation (DIM) arrangements under the supervision of a Project Review Board (PRB).

Duties and Responsibilities

The Local Government Specialist will work in close collaboration with the National Technical Advisor and Assistant Country Director UNDP to provide technical and procedural assistance to the local government counterparts. The incumbent will have the following specific responsibilities:

- ▶ Assessing capacity and needs of key local and national stakeholders associated with local governance
- ▶ Providing technical support to local government departments in developing secondary legislation, standard operating procedures, and implementation of local government laws
- ▶ Developing of cross country studies, indicators and systems that can monitor and compare the best practices and best value results from the region
- ▶ Developing and / or contributing to training materials, manuals and best practice guides on local governance processes
- ▶ Preparation of proposed project implementation work plans, and monitoring and evaluation framework
- ▶ Establishing mechanisms of citizens engagement in various programme and related project activities
- ▶ Ensuring that needs of communities are adequately addressed in identification, design and implementation of various projects, activities and schemes
- ▶ Support preparation of rules for participating local government tiers under the new local government laws;
- ▶ Any other duties as required by the Assistant Country Director UNDP for achieving the above objectives

Qualifications

- A minimum of an advanced university degree in the field of political science, law, economics or other social science related subject or equivalent professional experience
- 7 years relevant experience in the areas of development and/or good governance, preferably based in sub-national level
- Experience and good understanding of the Indonesian decentralization challenges and opportunities
- Experience and knowledgeable in policy formulation process
- Proven experience working with government at various levels, universities, think-tank groups, and NGOs
- Strong organizational, planning, and budgeting skills
- Previous work experience with an international development institution such as UNDP is an advantage, but not essential;
- Fluency in English, including excellent writing skills are required.
- The candidate should have a strong knowledge of UN/UNDP policies, programming frameworks and procedures, and proven ability to design and facilitate complex development intervention.

TERMS OF REFERENCE

CHIEF TECHNICAL SPECIALIST

Duty Location:	Islamabad, Pakistan, with frequent in-country travel
Level:	P-4, FTA
Duration:	12 months, extendable

Background

The 18th amendment to the Constitution of Pakistan was passed in 2010, with the full support of all political parties. The amendment has wide-ranging impacts for the Government of Pakistan at federal level, legislating for much demanded provincial autonomy in legal, executive, fiscal and administrative spheres. As a consequence of the amendment, there have been significant results including 100 articles in the constitution being reviewed, 47 subjects and 17 federal ministries being devolved to the provinces, federal and provincial constitutional purviews (through two Federal Legislative Lists) being clearly demarcated, and holding of elections for local governments by Election Commission of Pakistan being constitutionally mandated.

UNDP Pakistan has been leading efforts to analyse the emerging challenges and opportunities as a result of the devolution process, enhancing understanding of the amendment. In this regard, UNDP commissioned two assessments to learn more about the impacts of the amendment; an initial assessment in 2010 and a detailed follow up assessment in 2011-2012. In addition, UNDP has held provincial and national consultations in collaboration with the Forum of Federations (FOF), which works on strengthening federal systems. FOF is an Intergovernmental body comprising of 10 member states and is mainly funded by the Canadian government. Pakistan became an official member of FOF in March 2012; other members include Canada, Australia, Switzerland, Germany and Brazil.

In light of the findings and recommendations of the assessment missions, a project of support for strengthening the implementation of the 18th Amendment has been formulated to build capacities of provincial authorities in improving governance, enhance inter-provincial coordination and public service delivery as a result of devolution process under the 18th amendment. The project will be implemented using the UNDP Direct Implementation (DIM) arrangements under the supervision of a Project Review Board (PRB).

A Project Management Unit (PMU) will be established to act as a secretariat for the PRB and to assist in the implementation of the project, provide technical assistance to government stakeholders, and assist in the coordination, management and reporting of donor assistance. The PMU will be headed by a Chief Technical Specialist (CTS) who will be an international electoral expert recruited for the duration of this project and who will report to the UNDP Deputy Country Director Programmes and Assistant Country Director Governance.

Duties and Responsibilities

The Chief Technical Specialist (CTS) will be responsible for project implementation and achievement of project results. The CTS will head the Project Management Unit (PMU) and provide leadership and guidance to the PMU team, which will include An Operations Manager, project support staff and professional experts and will report to Assistant Country Director Governance. Ensures effective management of the programme and supervision of the Programme team focusing on quality control of the full cycle of programming from formulation to implementation achieving the following results:

- ▶ Plan, initiate, facilitate and manage project activities and measure performance and report on programme results and outcomes to the PRB;

- ▶ Ensure the establishment and equipment of the PMU at the outset of the project operations. Manage the recruitment of PMU team and local consultants, as well as identifying short-term international and local experts as necessary;
- ▶ Strategic oversight of planning, budgeting, implementing and monitoring of the programme, tracking use of financial resources in accordance with UNDP rules and regulations.
- ▶ Effective monitoring, measuring the impact of the programme and evaluation. Constant monitoring and analysis of the programme environment, timely readjustment of programme. finalization of contribution agreement; determination of required revisions; coordination of the mandatory and budget re-phasing exercises, closure of projects through review. Performs functions of Manager Level 1 in Atlas for POs and vouchers approval. Follow up on audit recommendations. All exceptions are timely reported.
- ▶ Coordinate and supervise the activities of the project staff, experts and consultants working as part of the technical assistance team;
- ▶ Provide technical support to train and build capacities of Council of Common Interests and Inter-Provincial Coordination Departments to enhance coordination and improve service delivery of devolved subjects;
- ▶ Coordinate and guide functional reviews of select provincial government departments that have been devolved and present the findings for approval of respective provincial Cabinets;
- ▶ Assist provincial governments in finalizing and implementing Local Government Laws along with collecting data on Human Development Indicators at the local level;
- ▶ Facilitate citizen engagement, initiatives for open government, dissemination and awareness of Right to Information laws to raise awareness about the impact of 18th Amendment;
- ▶ Prepare project work plans, progress reports and terminal report;
- ▶ Be responsible for the timely preparation and quality control of all substantive technical outputs, briefs and required documents, ensuring timely production and submission of outputs and reports by all members of the project team, contractors and project partners;
- ▶ Liaise with the UNDP country office, IPC departments, provincial government stakeholders, donors and all other partners on all matters concerning the implementation of the project;
- ▶ Support coordination of all 18th amendment related-activities through regular contacts with the donors and by organizing regular donor briefings;
- ▶ Organise PRB, donor coordination and project review meetings. Prepare background documents, briefs, issues papers, and progress reports for the PRB meetings and for donor reporting. Follow-up on the implementation of PRB decisions and recommendations;
- ▶ Manage process for the selection of suppliers, contractors and partners. Supervise procurement of goods and services including preparation of equipment specifications, Terms of Reference (TORs) and Request for Proposals (RFPs) according to approved UNDP procedures;
- ▶ Conduct field visits to supervise, coordinate and monitor field-level activities of the project;
- ▶ Supervise outsourced 18th amendment / federalism research and dissemination of research findings;
- ▶ Organize end of project evaluation in close coordination with UNDP Country Office.
- ▶ Coordination with other partners, forge relationships, mobilize resources, liaise with UNDP New York and regional capabilities;
- ▶ Develop and nurture broader partnerships in the areas of democratic governance and elections, communicate and advocate the international partners' positions and engage with Nigerian partners accordingly.
- ▶ Build and maintain strong cooperative relationships with relevant local networks and contacts, including partner organisations, stakeholders and beneficiaries.

Competencies:

- ▶ Professional - Background and experience in federal systems of governance, especially inter-governmental relations, local government, and citizen engagement. Demonstrated knowledge and understanding of approaches, tools and methodologies related to planning, executing and monitoring the implementation of technical assistance projects.
- ▶ Planning and Organisation - excellent analytical and organizational skills required; ability to plan own work, manage conflicting priorities, report on work progress and deliver outputs in a punctual manner.
- ▶ Coordination - Ability to effectively interact and coordinate with donors and senior officials;
- ▶ Technological awareness - Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, PowerPoint or equivalent, internal databases, Internet, etc. Knowledge of information technology systems and applications in electoral management would be an asset.
- ▶ Communication - Strong communication (spoken and written) skills and ability to articulate ideas in a clear, concise style.

Qualifications:

The candidate should be familiar with the work of UNDP, and possess extensive experience in dealing with devolution assistance and federalism projects. A minimum of an advanced university degree in the field of political science, law, economics or other social science related subject or equivalent professional experience. A minimum of 10 years experience in federalism and devolution Specialist positions and project management with demonstrated project management and strong communications skills. Fluency in English is a must. Previous experience in Pakistan or the Asian region will be an asset.

TERMS OF REFERENCE
PROCUREMENT ASSOCIATE

Duty Location:	Islamabad
Level:	SB-3
Duration:	12 months, extendable

Background

The 18th amendment to the Constitution of Pakistan was passed in 2010, with the full support of all political parties. The amendment has wide-ranging impacts for the Government of Pakistan at federal level, legislating for much demanded provincial autonomy in legal, executive, fiscal and administrative spheres. As a consequence of the amendment, there have been significant results including 100 articles in the constitution being reviewed, 47 subjects and 17 federal ministries being devolved to the provinces, federal and provincial constitutional purviews (through two Federal Legislative Lists) being clearly demarcated, and holding of elections for local governments by Election Commission of Pakistan being constitutionally mandated.

UNDP Pakistan has been leading efforts to analyse the emerging challenges and opportunities as a result of the devolution process, enhancing understanding of the amendment. In this regard, UNDP commissioned two assessments to learn more about the impacts of the amendment; an initial assessment in 2010 and a detailed follow up assessment in 2011-2012. In addition, UNDP has held provincial and national consultations in collaboration with the Forum of Federations (FOF), which works on strengthening federal systems. FOF is an Intergovernmental body comprising of 10 member states and is mainly funded by the Canadian government. Pakistan became an official member of FOF in March 2012; other members include Canada, Australia, Switzerland, Germany and Brazil.

In light of the findings and recommendations of the assessment missions, a project of support for strengthening the implementation of the 18th Amendment has been formulated to build capacities of provincial authorities in improving governance, enhance inter-provincial coordination and public service delivery as a result of devolution process under the 18th amendment. The project will be implemented using the UNDP Direct Implementation (DIM) arrangements under the supervision of a Project Review Board (PRB).

Duties and Responsibilities

The incumbent would be responsible for managing the overall procurement Project and will report to Operation Manager. More specifically, s/he would:

- Ensures **implementation of the operational strategies** focusing on achievement of the following results:
- Full compliance of procurement activities with UN/UNDP rules, regulations, policies and strategies; implementation of the effective internal control.
- PMU Procurement business processes mapping and elaboration of the content of internal Standard Operating Procedures (SOPs) in Procurement and Logistics in consultation with the direct supervisor and office management.
- Preparation of procurement plans for the project and their implementation monitoring.
- Organization of procurement processes including preparation and conduct of RFQs, ITBs or RFPs, receipt of quotations, bids or proposals, their evaluation, negotiation of certain conditions of contracts in full compliance with UNDP rules and regulations.
- Preparation of Purchase orders and contracts in and outside Atlas, preparation of Recurring Purchase orders for contracting of services, vendors' creation in Atlas. . Buyers profile in Atlas.
- Preparation of submissions to the Contract, Asset and Procurement Committee (CAP) and Advisory Committee on Procurement (ACP).

- Implementation of the internal control system which ensures that Purchase orders are duly prepared and dispatched. Timely corrective actions on POs with budget check errors and other problems.
- Presentation of reports on procurement in the CO.
- Development and update of the rosters of suppliers, implementation of supplier selection and evaluation.
- Preparation of inventory reports.
- Implementation of Inventory and physical verification control in the CO and projects.
- Ensures organization of **logistical services** focusing on achievement of the following results:
- Organization of travel including purchase of tickets, DSA calculation, PO preparation; arrangement of shipments; vehicle maintenance; conference facilities arrangements.
- Timely conducted DSA, Travel Agencies, vehicle maintenance, hotel and conference facilities surveys

Qualification:

Masters Degree in Finance or Accounting or Business Administration would be required. Good knowledge of UNDP financial processes, policies, and guidance would be a distinct asset. Ability to work independently, under pressure and tight deadlines. Excellent knowledge of computer including MS Office, spreadsheets. Ability to work in multi-cultural and diverse environment.

Experience:

Minimum 7 years of working experience in procurement and administrative matters preferably relating to UN projects. Experience in the usage of computers and office software packages (MS Office) and advance knowledge of spreadsheet and database packages.

TERMS OF REFERENCE

Office Assistant

Duty Location: Islamabad, Pakistan,
 Level: SB-1
 Duration: 12 months, extendable

Background

The 18th amendment to the Constitution of Pakistan was passed in 2010, with the full support of all political parties. The amendment has wide-ranging impacts for the Government of Pakistan at federal level, legislating for much demanded provincial autonomy in legal, executive, fiscal and administrative spheres. As a consequence of the amendment, there have been significant results including 100 articles in the constitution being reviewed, 47 subjects and 17 federal ministries being devolved to the provinces, federal and provincial constitutional purviews (through two Federal Legislative Lists) being clearly demarcated, and holding of elections for local governments by Election Commission of Pakistan being constitutionally mandated.

UNDP Pakistan has been leading efforts to analyse the emerging challenges and opportunities as a result of the devolution process, enhancing understanding of the amendment. In this regard, UNDP commissioned two assessments to learn more about the impacts of the amendment; an initial assessment in 2010 and a detailed follow up assessment in 2011-2012. In addition, UNDP has held provincial and national consultations in collaboration with the Forum of Federations (FOF), which works on strengthening federal systems. FOF is an Intergovernmental body comprising of 10 member states and is mainly funded by the Canadian government. Pakistan became an official member of FOF in March 2012; other members include Canada, Australia, Switzerland, Germany and Brazil.

In light of the findings and recommendations of the assessment missions, a project of support for strengthening the implementation of the 18th Amendment has been formulated to build capacities of provincial authorities in improving governance, enhance inter-provincial coordination and public service delivery as a result of devolution process under the 18th amendment. The project will be implemented using the UNDP Direct Implementation (DIM) arrangements under the supervision of a Project Review Board (PRB).

Duties and Responsibilities

The office Helper will work under the direct supervision of Admin & finance Associate. He/ she will perform the following functions:

- Cleanliness & dusting of office equipment / furniture.
- Deliver/distribute mail/messages within office and outside the office.
- Serving of tea, water etc. for internal meetings / visitors.
- Keep clean and ready conference room for meetings and serve the official guests.
- Keep the office kitchen and crockery clean and proper.
- Operate equipment such as generator, fax machine, copier, etc.
- Taking telephone calls and transfer to concerned staff member.
- Support the AFA and Manager in conducting project workshops.
- Performs other duties as assigned by supervisor.

Competencies:

- Work experience with UN is preferable

Experience

At least 7 years of proven work experience in similar position. Knowledge of Urdu languages is essential and understadning and basic communication skill in English are desirable.

TERMS OF REFERENCE
Admin and Finance Assistant

Duty Location: Islamabad, Pakistan,
Level: SB-3
Duration: 12 months, extendable

Background

The 18th amendment to the Constitution of Pakistan was passed in 2010, with the full support of all political parties. The amendment has wide-ranging impacts for the Government of Pakistan at federal level, legislating for much demanded provincial autonomy in legal, executive, fiscal and administrative spheres. As a consequence of the amendment, there have been significant results including 100 articles in the constitution being reviewed, 47 subjects and 17 federal ministries being devolved to the provinces, federal and provincial constitutional purviews (through two Federal Legislative Lists) being clearly demarcated, and holding of elections for local governments by Election Commission of Pakistan being constitutionally mandated.

UNDP Pakistan has been leading efforts to analyse the emerging challenges and opportunities as a result of the devolution process, enhancing understanding of the amendment. In this regard, UNDP commissioned two assessments to learn more about the impacts of the amendment; an initial assessment in 2010 and a detailed follow up assessment in 2011-2012. In addition, UNDP has held provincial and national consultations in collaboration with the Forum of Federations (FOF), which works on strengthening federal systems. FOF is an Intergovernmental body comprising of 10 member states and is mainly funded by the Canadian government. Pakistan became an official member of FOF in March 2012; other members include Canada, Australia, Switzerland, Germany and Brazil.

In light of the findings and recommendations of the assessment missions, a project of support for strengthening the implementation of the 18th Amendment has been formulated to build capacities of provincial authorities in improving governance, enhance inter-provincial coordination and public service delivery as a result of devolution process under the 18th amendment. The project will be implemented using the UNDP Direct Implementation (DIM) arrangements under the supervision of a Project Review Board (PRB).

Duties and Responsibilities

The Admin & Finance Assistant will work under the direct supervision of Operations Manager. He/ she will perform the following functions:

- Maintain & upgrade all the records related to the HR affairs;
- Ensure the implementation of UNDP Financial and Admin related policies in the project;
- Prepare payment vouchers with complete supporting documents for UNDP CO;
- Responsible for inventory management of both expendable and non-expendable project items;
- Organize corporate events, meeting & conferences;
- Compile and disseminate information/ documents on project activities as required by Operations Manager;
- Assist in processing financial claims and facilitate approval through ensuring appropriate documentation and record keeping in accordance with DIM rules;
- Organization of procurement processes including preparation and conduct of RFQs, ITBs or RFPs, receipt of quotations, bids or proposals, their evaluation, negotiation of certain conditions of contracts in full compliance with UNDP rules and regulations;
- Perform any other related duty as and when required by the respective managers.

Competencies:

Bachelors Degree in Finance or Accounting or Business Administration would be required. Good knowledge of financial processes, policies, and guidance would be a distinct asset. Ability to work independently, under pressure and tight deadlines. Excellent knowledge of computer including MS Office, spreadsheets. Ability to work in multi-cultural and diverse environment.

Experience:

Minimum 2 years of working experience in finance, procurement and administrative matters. Experience in the usage of computers and office software packages (MS Office) and advance knowledge of spreadsheet and database packages.

TERMS OF REFERENCE
COMMUNICATIONS OFFICER

Duty Location:	Islamabad
Level:	SB-4
Duration:	12 months, extendable

Background

The 18th amendment to the Constitution of Pakistan was passed in 2010, with the full support of all political parties. The amendment has wide-ranging impacts for the Government of Pakistan at federal level, legislating for much demanded provincial autonomy in legal, executive, fiscal and administrative spheres. As a consequence of the amendment, there have been significant results including 100 articles in the constitution being reviewed, 47 subjects and 17 federal ministries being devolved to the provinces, federal and provincial constitutional purviews (through two Federal Legislative Lists) being clearly demarcated, and holding of elections for local governments by Election Commission of Pakistan being constitutionally mandated.

UNDP Pakistan has been leading efforts to analyse the emerging challenges and opportunities as a result of the devolution process, enhancing understanding of the amendment. In this regard, UNDP commissioned two assessments to learn more about the impacts of the amendment; an initial assessment in 2010 and a detailed follow up assessment in 2011-2012. In addition, UNDP has held provincial and national consultations in collaboration with the Forum of Federations (FOF), which works on strengthening federal systems. FOF is an Intergovernmental body comprising of 10 member states and is mainly funded by the Canadian government. Pakistan became an official member of FOF in March 2012; other members include Canada, Australia, Switzerland, Germany and Brazil.

In light of the findings and recommendations of the assessment missions, a project of support for strengthening the implementation of the 18th Amendment has been formulated to build capacities of provincial authorities in improving governance, enhance inter-provincial coordination and public service delivery as a result of devolution process under the 18th amendment. The project will be implemented using the UNDP Direct Implementation (DIM) arrangements under the supervision of a Project Review Board (PRB).

Duties and Responsibilities

The incumbent would be responsible for managing the communications of the Project and will report to Chief Technical Specialist . More specifically, s/he would:

- Conduct communication needs assessments for the Project;
- Develop & implement communication and outreach strategy focusing on project outcomes, objectives and activities;
- Recommend and oversee the development and implementation of efficient internal project communication protocols;
- Act as Project Communications Focal Person and manage various activities related to outreach and awareness campaign;
- Organize media events such as press conferences, interviews of key Project staff and stakeholders on public & private channels of TV & radio, newspapers, and magazines;
- Coordinate the development of publications – hardcopies, multimedia and/or web-based, and provide quality control in line with the UNDP standards;
- Author publications like case studies, project updates, occasional papers, brochures, newsletters etc. in a timely and consistent manner;
- Design and review the Project's website(s) on a regular basis, draft contents, and provide support for website updating and ensure consistency of the material;
- Maintain regular liaison with project partners to develop linkages and provide necessary support accordingly;

- Assist the project team in identifying and documenting case studies and lessons learnt for the Project website, advocacy campaigns and progress reports;
- Undertake field visits to the pilot project sites for documenting success stories and provide support for their publication;
- Write, design and edit project publications/brochures/factsheets/newsletter/posters on various topics of federalism for wider dissemination among stakeholders;
- Undertake initiatives for community awareness on project interventions in Urdu and regional languages;
- Assist the project team in organizing conferences, workshops, and seminars;
- Coordinate with the Project team for dissemination of project publications/awareness material;
- Perform any other related duty as and when required

Qualification

A minimum of seven (7) years' experience in communication, media or advocacy public and private sector projects; Experience of working with donor funded projects, particularly with UN agencies will have an added advantage; Previous experience of developing, operationalizing and managing project advocacy, outreach & communication strategy. Ability to work in a complex and multi-stakeholders environment; Good computer skills for data analysis, preparation of presentation and report writing; and Excellent writing skills; Should be familiar with the use of various designing software's like CORELDRAW®, ADOBE PHOTO SHOP® and Urdu Composing software "In Page"

Experience

A minimum of a Master's degree in media relations, journalism, mass communication or a related field from a University recognized by HEC