United Nations Development Programme

Pakistan

Project Title	Reforms and Innovation in Government for High Performance
OP II Outcome(s):	Inclusive economic growth through the development of sustainable livelihoods
Expected CP Output(s):	Output 2.1.1: Planning and finance institutions and women's departments at federal and provincial levels are enabled to develop comprehensive development strategies, with a focus on MDGs acceleration, inclusive growth, gender equality and women's empowerment
Expected Output(s):	**Output 1:** Results-based Management (RBM) compliant framework for Pakistan Vision 2025/ PSDP/ ADP put in place and operational; **Output 2:** Civil service and Public Administration reforms implemented with distinct accountability and transparency mechanisms established; **Output 3:** Poverty measurement along with effective implementation and monitoring of MDGs/ SDGs/ social development indicators; **Output 4:** Planning Ministry positioned and strengthened as public sector think tank and as interprovincial coordinator on development issues.
Executing Entity:	Ministry of Planning Development and Reform, Provincial Planning and Development Departments, Ministry of Finance
Implementing Agencies:	UNDP

Brief Description

This initiative provides support to the Ministry of Planning, Development and Reform for public sector reforms and innovation for improved performance and service delivery, citizen's satisfaction and reducing multi-dimensional poverty. The initiative intends to improve governance at different levels, track and monitor the implementation of Vision 2025 towards the targeted results and improve inter-provincial and inter-departmental coordination and enhance capacities for MDGs and reducing multi-dimensional poverty. The initiative endeavours to strengthen Planning Ministry as a public sector think-tank and technical advice providers to provinces and Administrative Regions in the post 18th Amendment scenario. The project intends to achieve its objective through four interconnected outputs : 1) Results-based Management system for Pakistan Vision 2025/ PSDP/ ADP put in place and operational; 2) Civil service and Public Administration reforms with distinct accountability and transparency mechanism promoted and piloted; 3) Improved poverty measurement and effective implementation and monitoring of MDGs/ post 2015 development agenda; 4) Planning Ministry positioned and strengthened as public sector think-tank and interprovincial coordinator on development issues. The initiative will be implemented through UNDP direct implementation modality (DIM). The project seeks to promote partnership with provinces and regions for implementation of most of the targeted interventions.

Start date:	01 March 2015
End Date	31 December 2018
Management Arrangements:	DIM
PAC Meeting date:	30 June 2014

Total resources required:	US$11.66 Million
Resources required:	US$11.66 Million
Total allocated resources:	
UNDP (Core+ third-party)	US$7.00 Million
Govt. of Pakistan	US$4.66 Million

Agreed by Ministry of Planning, Development and Reforms:

Agreed by UNDP:

4th March 2015

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I. SITUATION ANALYSIS

Pakistan is a middle income country and is 44th largest economy in the world in terms of its Gross Domestic Product (GDP). Some economists[1] have projected Pakistan to become the 18th largest economy by 2050. In terms of per capita income, Pakistan stands at 140th position[2] – well above Nepal and Bangladesh.

The social indicators, however, don't match well with economic performance. For example, since 1990, Pakistan has made a cumulative progress (average rate of change) on Millennium Development Gaols (MDGs[3]) of a mere 1.16 points as compared to Nepal's 3.5, Bangladesh's 1.99 and India's 1.3. At this current rate of progress, Pakistan will miss most of its MDGs targets by the deadline of 2015.

While security and law and order situation have significantly contributed to the poor performance on MDGs, the failure of the public policy to prioritize the right initiatives at the right time and the ability of its governing institutions to deliver on time quality services, have had a major contribution to the low social development outcomes in the country. During the last five years, most of the governance indicators for Pakistan have deteriorated. For example, the "government effectiveness[4]" rank has reduced from 39.32 percentile rank in 2007 to 23.44 in 2012 – with governance score going down from negative 0.46 in 2007 to negative 0.79.

Pakistan is presently facing sensitive and complex issues i.e. ineffective management of resources; disparities in the pace and level of development across the provinces /regions/ districts/areas; inefficient service delivery mechanisms; lack of transparency and accountability; law and order, tax-evasion, weak regulatory frameworks, failure in getting timely justice, lack of participation in decision-making and local governance, deterioration of physical environment in the urban and rural areas, shortage of energy etc.

It is generally acknowledged that government structures have become outdated, weak and even counterproductive in some cases. It is based on a system evolved by the British, largely to suit the needs of colonial rule and protecting the state from the people. There is strong realization in Pakistan that it stands at a turning point where, if it is able to reform its government structures, it can start its journey to become a modern state, otherwise it might have to face more difficulties in delivering services to its citizens. Reform is also warranted by the emerging trends in globalization, competitiveness, deregulation, decentralization, role of the state, participation of civil society and non-governmental organizations, spread of information technology and innovation. State machinery at federal and provincial levels, judiciary, political institutions, regulatory institutions, public sector enterprises (PSEs) and various organs of civil society require a thorough review to identifying weaknesses and introducing necessary reforms consistent with these emerging trends and international best practices.

Pakistan needs a paradigm shift in its government framework. There is a strong need to transform the Government through improving governance, strengthening institutions, fostering markets and initiating reforms in the areas of judicial & civil service systems, systems and procedures, tax administration, procurement, financial management, enforcing property rights, PSEs and promoting innovations.

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[1] Terence James "Jim" O'Neill, retiring chairman of Goldman Sachs Asset Management, is a British economist best known for coining BRIC, the acronym that stands for Brazil, Russia, India, and China Jim O'Neill

[2] http://en.wikipedia.org/wiki/List_of_countries_by_GDP_(PPP)_per_capita

[3] http://www.un.org/millenniumgoals/

[4] World Bank, world governance indicator

Pakistan experience with respect to policy reform proposes a strong political commitment for implementation. While at times, there have been dearth of policy and reform options, implementation of these options have remained a major hurdle. There are two additional bottlenecks: the Knowledge Gap and Debate Gap. There is need to develop and strengthen various knowledge generating institutions which may then provide a constant stream of knowledge relevant to public service reforms. To overcome Debate bottlenecks, the media, meetings, seminars, symposia and other means of communication should be used to encourage an atmosphere of positive debate on public policy issues among all sections of the society.

Pakistan must develop a structure to set in motion certain processes from which sustainable and strategic governance reform can emerge. The process requires vision, commitment mobilization and action. The current government is committed to introduce structural reforms to enhance the performance and effectiveness of public sector institutions. The Pakistan Vision 2025 and the 11th Five Year Plan demonstrate the commitment of the government in this regard.

II. STRATEGY

The Pakistan Vision 2025 sets medium to long term national goals and serves as the overall reference document for this project. With focus innovations for improved governance and performance in public sector, this project would provide a platform for the implementation of some of the reforms related to public administration as envisioned in the Vision 2025. The project will also support innovative interventions to reduce multi dimensional poverty and accelerate progress towards MDGs at the sub-national level.

As part of its Country Programme (2013-17) and One United Nations Programme II, the project will contribute to the strategic priority area "Inclusive economic growth through the development of livelihoods .UNDP will continue providing technical support to in reporting progress on their national MDG targets, and developing the MDG National and sub-national reports to reflect emerging national development priorities and agendas.

The project will support the Ministry of Planning, Development and Reform to achieve the following key outputs under the project:

1. Results-based monitoring system for Pakistan Vision 2025/ PSDP/ ADP put in place and operational;
2. Civil service and Public Administration reforms with distinct accountability and transparency mechanism promoted and piloted;
3. Improved decision making through better Poverty measurement and effective implementation and monitoring of MDGs/ post 2015 development agenda;
4. Planning Ministry positioned and strengthened as public sector think tank and interprovincial coordinator on development issues

Output 1: Results-based Management system for Pakistan Vision 2025/ PSDP/ ADP put in place and operational.

As noted above, "implementation" of policies, interventions, reforms etc has remained one of the key constraints in Pakistan's struggle to put in place effective governance systems and capable institutions. Through this project, UNDP would provide technical assistance to the

Ministry of Planning, Development and Reform to establish a robust "delivery unit" to oversee the implementation of the government development strategies like Pakistan Vision 2025, Public Sector Development Plan (PSDP) and Annual Development Plan (ADP). Key targeted activities under this output are:

1.1. Key Performance Indicators (KPIs): As a first step of developing a robust Results Based Management (RBM) system, a set of key performance indicators will be prepared for the Vision 2025 and the 11th Five Year Plan. Based on the interest of the province, KPIs could also be developed for the provincial and any district development strategies. Key staff and policy makers will be trained on KPIs / dashboard and its use.

1.2. Coordination between national and provincial development strategies: In the post 18th Amendment, it is important to the provinces are geared towards province specific planning and implementation. The vision 2025 and the Five Year Plan set development objective for the entire country. It is important to ensure synergies and complementarities between Federal plans and those at the provincial level. In addition, it is important that federal and provincial plans and budgets are in line with the targets and objectives of federal and provincial plans. It is, therefore, important to develop tools and instruments which: 1) link the planning and budget processes; 2) synergize the planning processes and targets at federal and provincial levels.

1.3. On line Dashboard: This Results and Resources Framework for vision 2025 will be supported by an integrated on-line dashboard as a system of results oriented management and governance at federal and provincial levels. A number of countries have developed such systems of online results monitoring. Therefore, the national staff and policy makers will be encouraged and supported to learn from the international experiences through learning visits and other modes of exchange of ideas.

The concerned government officials will be trained in results-based project management. The senior government officials (Federal Secretaries) would also be provided training opportunities through renowned national/international experts, in results based management and key performance indicators to assess the effectiveness of both staff and development interventions.

Output 2: Civil service and Public Administration reforms with distinct accountability and transparency mechanism promoted and piloted.

Civil service and administrative reforms have remained a topic for heated discussions in Pakistan for quite some time now. There have been efforts in the past to introduce reforms in the civil service with the objective to improve performance and effectiveness of service delivery. Under this output, an account of what has been done for far and a brief diagnosis of what worked and what didn't would provide the starting point for different activities under this output. Other activities will include the following.

2.1. ***Institutional Reform Group (IRG):*** The Planning Ministry has constituted an Institutional Reform Group (IRG) comprising of eminent experts from public sector, academia, political parties etc to provide advice and recommendations for civil service and administrative reforms. The project will facilitate the work of this Group. An effort will be made to consolidate and analyse on-going and previous civil service and other governance reforms related initiatives. The IRG will also be facilitated to collaborate with other key stakeholders Including civil society representatives, academia and civil administrators in order to build a consensus on the agenda of civil service reforms. Citizen engagement will be enhanced to improve service delivery and effectiveness through technology driven solution.

2.2. Social Innovation Fund for Public Sector: The project will promote social innovation for improved access to and delivery of services, outreach and quality in the public sector institutions. An innovation fund will be established to enable out of box, cost effective and inclusive interventions with the objective to improve public administration and accelerate progress towards the different goals of the Vision 2025. Proposals for innovative projects from across the country would be solicited and then promising and doable projects would be funded.

2.3. Performance incentive for Governance and Reform: To motivate and encourage high performance, a system of Annual Excellence Award in governance will be introduced. The awards will be given to government officials based on a transparent system for performance evaluation geared towards results. The Award will range between Rs. 0.5 million to Rs. 1.00 million for officers and Rs. 0.10 million to Rs. 0.50 million for other staff.

Output 3: Improved poverty measurement and effective implementation and monitoring of MDGs/ post 2015 development agenda

3.1: MDGs Monitoring, Reporting, Post 2015 Agenda: UNDP will continue providing support for MDG monitoring and the prioritization of Pakistan specific post 2015 development agenda. This may include the establishment of a national database on MDGs and the National / Sub National MDG Reports in partnership with the provinces. To discuss lessons learnt from the MDG framework, national dialogues and seminars will be organized. The final MDG Progress Report will be launched in 2015. Under this output, Research studies will be undertaken on lessons learnt from MDG Framework and experiences of other countries to inform interventions for MDGs / social development objectives and the post 2015 development agenda.

3.2: Poverty Measurement and Tracking: UNDP has also provided in the past support to the Planning Commission for poverty measurement. Such support will be continued under this project. UNDP and the Planning Ministry would jointly organize a series of experts' group workshop / seminars on different methodologies in use for poverty measurement in different countries. This support would also include capacity development of key officers of the Ministry of Planning, Development and Reforms, Provincial / Regional Planning and Development Departments and Statistics institutions on poverty measurement and allied skills including the Multidimensional Poverty Indices (MPI). The MPI, once prepared at the provincial and district levels, could be used for the distribution of resources in the National and Provincial Finance Commission Awards. MPI for national, Provincial and district level will be calculated and disseminated accordingly.

3.3: Social Sector Data: Data availability and reliability is one of the main issues to assess the level of progress on different development indicators especially at the district level. Therefore, assistance will also be provided to Pakistan Bureau of Statistics and the Provincial and Regional Statistic Departments to align its survey tools and procedures so that data on all key variables, including those used for consumption based poverty measurement and MPI, could be collected, analyzed and presented regularly.

3.4: MDG Acceleration Fund: To accelerate the progress against MDGs/ SDGs, MDG Acceleration Framework (MAF) Innovation Fund will be established for the implementation of MDGs innovative solutions at selected districts/ constituencies to expedite the progress against the target to be achieved by 2015 and beyond. The innovation fund will finance innovative proposals from the public, private institutions and civil society organizations. These may include developing area specific / district based social sector / MDGs dashboards, piloting accelerated solutions against selected / prioritized MDGs or social development objectives.

The innovation fund will support implementable proposals in different areas especially those identified through the MAF process. However, a few priority areas could include: addressing quality issues in education, enhancing mobility or accessibility of girls to primary schools particularly in rural areas, community mechanism to oversee the working of schools and teachers' attendance, creating community awareness, use of technology, enhancing monitoring and coordination systems etc.

Output 4: Ministry of Planning Development and Reforms positioned and strengthened as public sector think tank and interprovincial coordinator on development issues.

In the post 18th Amendment situation, the Planning Ministry has a lead role in providing technical advice to provinces and regions on development challenges. The Planning Ministry will need to reposition itself as a public sector think-tank and as a reference point for advice on international best practices on key development issues. Some of the key activities include:

4.1. South-South Learning: UNDP as knowledge broker will facilitate to make South-South and triangular cooperation in the area of results-based management for the implementation of development plans and frameworks, civil services reforms and progress on achieving MDGs and post 2015 development agenda. This aims at maximizing mutual benefits and lower economic and non-economic barriers to more transparent, efficient and effective exchange that engages both countries and non-state entities.

4.3. Triangular Partnerships: The project will help foster triangular cooperation between national and international think-tanks, academia UNDP and Planning Commission for learning/ research and development. Such partnerships will help in sharing knowledge on policy and institutional issues, targeted thematic areas and will build skills of key staff.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: 2.1. Creation of employment opportunities and decent work through industry, construction, services, vocational/skills training, agricultural and cultural development, as well as promoting youth employment and public-private partnerships				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Indicator: Number of evidence-based policy reforms that promote inclusive growth; Baseline:				
Applicable Key Result Area (from Strategic Plan): Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services				
Partnership Strategy:				
Project title and ID (ATLAS Award ID): Reforms and Innovation in Government for High Performance				
INTENDED OUTPUTS	**OUTPUT TARGETS FOR (YEARS)**	**INDICATIVE ACTIVITIES**	**RESPONSIBLE PARTIES**	**INPUTS**
Goal 1:				
Output 1: Results-based Management (RBM) compliant framework for Pakistan Vision 2025/ PSDP/ ADP put in place and operational. **Indicators:** 1. Extent to which robust Results and Resources framework with SMART KPIs developed for Vision 2025/ PSDP/ ADP 2. Extent to which online dashboard for institutional performance and progress monitoring effectively developed and utilized	**1.1.** Key performance indicators (KPIs) developed for online dashboard to monitor and track progress towards national and sub-national development strategies.	**1.1.1:** Human resources and necessary infrastructure to establish the Delivery Unit **1.1.2:** Baseline analysis and data collection (if not available) for developing KPIs and results framework including development of yearly targets **1.1.3:** Review of different successful models of online dashboards, globally.	UNDP	• Project Personnel: - Senior Advisor- RBM - Data Analyst -MIS Specialist • MoUs/ LOAs with Planning commission and provinces • National and International Consultant • Learning visits • Workshops & visits to

3. Extent to which synergy between Government departments at national and sub-national levels effectively enhanced 4. Extent to which the capacity development initiatives has resulted in better planning and service delivery 5. Percent increase in the level of satisfaction of end users in the quality and outreach of selected public sector services **Baseline:** 1. Vision 2025 launched by the Government as long–term development plan for the country. 2. No performance based monitoring mechanism exist 3. Devolution of the concurrent list to the provinces with increased autonomy as a result of 18th Constitutional Amendment.				provinces and districts • Services of Governance Expert • Hiring of firm to develop online RBM dashboard
	1.2: RBM/ KPI training modules developed and requisite staff trained in using RBM	**1.2.1.** Training modules developed for civil servants for the selected training programme.		
		1.2.2. national and international trainings on RBM/ KPIs		
	1.3. National and provincial development strategies, plans and budget aligned for integrated results.	**1.3.1.** Prioritization of sectors and functions (Police, , Judiciary, administration and other municipal functions)		
		1.3.2. Joint strategic planning framework developed with the provinces for implementation.		
		1.3.3. Consultative stakeholder workshop held with provinces to gather inputs for developing mechanism and platform for interprovincial coordination		
		1.3.4 Coordination and monitoring mechanism in place between federal and provincial for joint progress monitoring.		
		1.3.5. Review of national/ international best practices to inform for interprovincial coordination mechanism		
		1.3.6. No. of civil servants in the selected ministries/ departments trained for better planning and		

		service delivery		
		1.3.7. No. of capacity development activities completed with documented impact assessment		
	1.4. Incentive-based grants mechanism for provinces introduced to enhance federal-Provincial collaboration on implementation	**1.4.1.** Innovation Fund for incentive-based grants for provinces and districts for introducing innovation in public sector service delivery at national and sub-national level.		
		1.4.2. International knowledge sharing event on innovation for social development		
Pillar II: Governance, Institutional Reform & Modernization of the Public Sector				
Output 2: Civil service and Public Administration reforms implemented with distinct accountability and transparency mechanisms established **Indicators:** 1. Percentage increase in the specific public service delivery areas (to be identified once the service delivery sectors are identified) 2. Extent to which	**2.1.** Joint framework for key reform areas developed and agreed with the provinces	**2.1.1**Consultative process involving key stakeholders including civil society representatives in order to build a consensus on the agenda of civil service reforms.	UNDP	• Project Personnel: - Senior Advisor-Governance - Research Associate • Technical Assistance-National & International Consultant
		2.1.2: Consolidate and analyse on-going and previous civil service and other governance reforms initiatives in collaboration to the key stakeholders.		
		2.1.3: Prioritization of sectors identified for implementation		
	2.2. Recommendations for reforms in key areas (Judiciary, police and administration & citizens friendly services) are	**2.2.1.** Provide technical assistance to develop guidelines, rules and regulations for Public Safety service delivery at the National,		

recommendations for reforms of the civil services are adopted and implemented (criteria to be defined). 3. Extent to which the policy reform for an agile, tech-enabled, transparent governance system is in place and effectively utilized. **Baseline**: 1. Inefficient public service delivery mechanisms; 2. Lack of transparency and accountability in the existing governance frameworks	adopted and implemented	Provincial, and District levels		
	2.3. Innovation fund for citizen friendly services (civil defence, pedestrian protection, hawkers market, traffic furniture, cycle tracks, garbage disposal and others) to incentivize public convenience and public confidence building.	2.3.1. Concept note prepared and approved and call for proposals launched for federal, provincial and districts government for implementation of public service delivery initiatives.		
	2.4. Competency-based Human Resource Management framework developed for an outcome oriented and citizen centric public administration	**2.4.1.** System developed for outcome/ impact performance and deliverable based evaluation of public servants		
		2.4.2. Annual Excellence in Governance & Reforms Award - At least 15 Prime Minister's Annual Excellence in Governance & Reforms Award (5 Awards per year for staff each awarded		
	2.5. MIS in place for automation of process to enhance efficiency and transparency of public administration.	**2.5.1.** Online system developed for outcome/ impact performance and deliverable based evaluation of public servants		
		2.5.2. E-procurement and e-office management introduced for efficient performance of government functions		
		2.5.3. Build synergies with on-going capacity development initiatives that are focused on effective and transparent service delivery		

		2.5.4. Conduct specific training needs assessments of restructured civil services at national, provincial, and local government levels.		
		2.5.5. Create synergies and functional relationships with other public and private sector capacity development institutes/organizations.		
		2.5.6. Support capacity building initiatives at national and provincial levels (trainings, study tours).		
		2.5.7. Develop training manuals, guidelines for capacity building of national, provincial and districts governments		
	2.6. E-governance enhanced by introducing technology-based solution (mobile & internet) for monitoring of reforms and citizen feedback on public sector delivery	**2.6.1.** Citizen's feedback system on public sector public delivery introduced (crowdsourcing etc)		
Pillar II: Achieving Sustained indigenous and Inclusive Growth				
Output 3: Poverty measurement along with effective implementation and monitoring of MDGs/ SDGs/ social development indicators **Indicators:** 1. Extent to which the MPI methodology is effectively	**3.1.** Joint MDG/ SDGs implementation framework agreed with provinces	**3.1.1.** Coordinated MDG Monitoring and reporting- MDG Report 2015 launched- Final Progress report.	UNDP and Ministry of Planning Development and Reforms	Poverty and Inequality Advisor Conferences and workshops National and
		3.1.2. Research studies on lessons learnt from MDG Framework undertaken to inform the implementation of post 2015 development agenda.		

adopted to measure poverty 2. Extent to which decision making through MPI is improved 3. % change in poverty as measured by Multidimensional Poverty Index 4. % increase in progress towards MDGs/ SDGs in selected geographical areas **Baseline:** 1. Continuation of support to national and provincial government for MGDs progress monitoring and prioritization of post 2015 development agenda 2. enhancement of support to Planning Commission for poverty measurement		**3.1.3:** MDG District level targets and plans in at least eight (08) districts across Pakistan developed.		International Consultants/ Experts
	3.2. Accelerated region specific poverty reduction interventions implemented through competitive grants (provincial and districts) to achieve MDGs/ SDGs	**3.2.1.** Implementation of MDGs/ SDGs innovative solutions at selected districts/ constituencies.		
	3.3. Reliable data available on social sector indicators especially at provincial and district level	**3.3.1.** Review of data gaps		
		3.3.2. Realignment of household survey tool		
	3.4. Result/ periodic reports on MPIs at national and sub-national level	**3.4.1:** MPI for national, Provincial and district level calculated and disseminated.		
		3.4.2. Planning Commission actively participate and contributes to MPPN		
Ministry of Planning Development and Reforms positioned as a leading think tank in Public policy				
Output 4: Planning Ministry positioned and strengthened as public sector think tank and as interprovincial coordinator on	**4.1.** South-south learning promoted through international best practices	**4.1.1.** Learning visits	UNDP	National Expert- PSDP National/ International
	4.2. Interprovincial	**4.2.1:** Participation in national and		

development issues. **Indicators:** 1. Extent to which capacities of concerned government officials for public service delivery enhanced 2. Extent to which institutions are better equipped to effectively deliver on governance targets **Baseline:** Lack of technical capacities of concerned government officials for efficient public service delivery	Knowledge and experience sharing	international trainings and workshops **4.2.2.** Knowledge networking mechanism in place and being used		Consultant
	4.3. Triangular partnership between national and international Think Tanks , academia UNDP and Planning Commission for learning/ research and development	**4.3.1.** Formal partnerships with national and international institutions / think-tanks, academia		

IV. INDICATIVE PROJECT BUDGET:

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Inputs	Budget (USD)				
				2015	2016	2017	2018	Total
Output 1: Results-based Management system for Pakistan Vision 2025/ PSDP/ ADP put in place and operational.	1.1. Key performance indicators (KPIs) developed for online dashboard monitoring national and sub-national level development plans for an integrated RBM compliant Results and Resources Framework (RRF).	**1.1.1:** Human resources and necessary infrastructure to establish the Delivery Unit	International consultant	20,000	50,000	300,000		370,000
		1.1.2: Baseline analysis and data collection (if not available) for developing KPIs and results framework including development of yearly targets		20,000	50,000	50,000	50,000	170,000
		1.1.3: Review of online dashboards / Delivery Units in South Asia and outside		0	20,000	20,000	20,000	60,000
	1.2: RBM/ KPI training modules developed and requisite staff trained in using RBM	**1.2.1.** Training modules developed for civil servants for the selected training programme.	National Experts Travel	10,000	55,000	30,000	60,000	155,000
		1.2.2. national and international trainings on RBM/ KPIs		10,000	50,000	50,000	50,000	160,000
	1.3. National and provincial development strategies, plans and budget aligned	**1.3.1.** Prioritization of sectors and functions (Police, , Judiciary, administration and other municipal functions)		20,000	50,000	50,000	50,000	170,000

	for integrated results.	**1.3.2.** Joint strategic planning framework developed with the provinces for implementation.		20,000	50,000	50,000	50,000	170,000
		1.3.3. Consultative stakeholder workshop held with provinces to gather inputs for developing mechanism and platform for interprovincial coordination		20,000	30,000	30,000	30,000	110,000
		1.3.4 Coordination and monitoring mechanism in place between federal and provincial for joint progress monitoring.		0	20,000	20,000	20,000	60,000
		1.3.5. Review of national/ international best practices to inform for interprovincial coordination mechanism		199,000	98,000	50,000	20,000	367,000
	1.4. Incentive-based grants mechanism for provinces introduced to enhance federal-Provincial collaboration on implementation	**1.4.1.** Innovation Fund for incentive-based grants for provinces and districts for introducing innovation in public sector service delivery at national and sub-national level.		150,000	350,000	20,000	228,000	748,000
		1.4.2. International knowledge sharing event on innovation for social development		0	30,000	400,000	30,000	460,000
			Sub-total-1	**469,000**	**853,000**	**1,070,000**	**608,000**	**3,000,000**

Output 2: Civil service and Public Administration reforms with distinct accountability and transparency mechanism promoted and piloted	2.1. Joint framework for key reform areas developed and agreed with the provinces	**2.1.1:** Consultative process involving key stakeholders including civil society representatives in order to build a consensus on the agenda of civil service reforms.		20,000	20,000	20,000	20,000	80,000
		2.1.2. Consolidate and analyse on-going and previous civil service and other governance reforms initiatives in collaboration to the key stakeholders.		10,000	10,000	10,000	0	30,000
		2.1.3: Prioritization of sectors identified for implementation		10,000	10,000	10,000	10,000	40,000
	2.2. Recommendations for reforms in key areas (Judiciary, police and administration & citizens friendly services) are adopted and implemented	**2.2.1.** Provide technical assistance to develop guidelines, rules and regulations for Public Safety service delivery at the National, Provincial, and District levels		0	100,000	125,000	200,000	425,000
		Cost of poll on Governance indicators		0	200,000	100,000	100,000	400,000

	2.3. Innovation fund for citizen friendly services (civil defence, pedestrian protection, hawkers market, traffic furniture, cycle tracks, garbage disposal and others) to incentivize public convenience and public confidence building	**2.3.1.** Concept note prepared and approved and call for proposals launched for federal, provincial and districts government for implementation of public service delivery initiatives.		100,000	238,000	200,000	500,000	1,038,000
	2.4. Competency-based Human Resource Management framework developed for an outcome oriented and citizen centric public administration	**2.4.1.** System developed for outcome/ impact performance and deliverable based evaluation of public servants		50,000	50,000	50,000	50,000	200,000
		2.4.2. Annual Excellence in Governance & Reforms Award - At least 15 Prime Minister's Annual Excellence in Governance & Reforms Award (5 Awards per year for staff each awarded		100,000	250,000	200,000	250,000	800,000
	2.5. MIS in place for automation of process to enhance efficiency and transparency of public servants.	**2.5.1.** Online system developed for outcome/ impact performance and deliverable based evaluation of public servants		0	100,000	100,000	200,000	400,000

		2.5.2. E-procurement and e-office management introduced for efficient performance of government functions		0	50,000	50,000	50,000	150,000
		2.5.3. Build synergies with on-going capacity building initiatives that are focused on effective and transparent service delivery		0	5,000	5,000	5,000	15,000
		2.5.4. Conduct specific training needs assessments of restructured civil services at national, provincial, and local government levels.		10,000	50,000	50,000	50,000	160,000
		2.5.5. Create synergies and functional relationships with other public and private sector capacity development institutes/organizations.		10,000	10,000	10,000	10,000	40,000
		2.5.6. Support capacity building initiatives at national and provincial levels (trainings, study tours).		15,000	125,000	90,000	61,000	291,000
		2.5.7. Develop training manuals, guidelines for capacity building of national, provincial and districts governments		50,000	50,000	50,000	50,000	200,000

	2.6. E-governance enhanced by introducing technology-based solution (mobile & internet) for monitoring of reforms and citizen feedback on public sector delivery	**2.6.1.** Citizen's feedback system on public sector public delivery introduced (crowdsourcing etc)		20,000	20,000	20,000	20,000	80,000
		Sub-total-2		**395,000**	**1,288,000**	**1,090,000**	**1,576,000**	**4,349,000**
Output 3: Accelerated region specific interventions implemented to reduce poverty and achieve MDGs in targeted geographical areas.	**3.1.** Coordinated MDG/ SDGs Monitoring and reporting	**3.1.1.** Coordinated MDG/ SDGs Monitoring and reporting- MDG Report 2015 launched- Final Progress report.		10,000	75,000	90,000	50,000	225,000
		3.1.2. Research studies on lessons learnt from MDG Framework undertaken to inform the implementation of post 2015 development agenda.		20,000	20,000	20,000	78,000	138,000
		3.1.3: MDG District level targets and plans in at least eight (08) districts across Pakistan developed.		20,000	20,000	20,000	20,000	80,000
	3.2. Accelerated region specific poverty reduction interventions implemented through competitive grants (provincial and districts) to achieve	**3.2.1.** Implementation of MDGs/ SDGs innovative solutions at selected districts/ constituencies.		50,000	50,000	58,000	50,000	208,000

	MDGs/ SDGs							
	3.3. Reliable data available on social sector indicators especially at provincial and district level	**3.3.1.** Review of data gaps		10,000	10,000	10,000	20,000	50,000
		3.3.2. Realignment of household survey tool	□	10,000	10,000	10,000	20,000	50,000
	3.4. Result/ periodic reports on MPIs at national and sub-national level	**3.4.1:** MPI for national, Provincial and district level calculated and disseminated.		10,000	30,000	30,000	30,000	100,000
		3.4.2. Planning Commission actively participate and contributes to MPPN		20,000	20,000	20,000	20,000	80,000
		Sub-total-3		**150,000**	**235,000**	**258,000**	**288,000**	**931,000**
Output 4: Relevant Capacity of the Planning Ministry developed for discharging its responsibilities in view of the 18th Amendment	**4.1.** South-south learning promoted through international best practices	**4.1.1.** Learning/ exposure visits		20,000	40,000	40,000	40,000	140,000
	4.2. Interprovincial Knowledge and experience sharing	**4.2.1:** Participation in national and international trainings and workshops		20,000	50,000	40,000	39,000	149,000
		4.2.2. Knowledge networking mechanism in place and being used by improved		15,000	15,000	15,000	15,000	60,000
	4.3. Triangular partnership between national	**4.3.1.** Formal partnerships with academia (national and international), think tanks etc		0	50,000	50,000	50,000	150,000

	and international Think Tanks , academia UNDP and Planning Commission for learning/ research and development	**4.3.2.** International lectures and experts		50,000	50,000	50,000	50,000	200,000
		Sub-total-4		**105,000**	**205,000**	**195,000**	**194,000**	**699,000**
Project Management & Operations	Project Personnel (Technical and Support)	Chief Technical Advisor (IC)	IC	30,000	72,000	72,000	72,000	246,000
		Senior Advisor- RBM	SB-5 (Max)	30,000	72,000	72,000	72,000	246,000
		Senior Advisor- Institutional Reforms	SB-5 (Max)	30,000	72,000	72,000	72,000	246,000
		Senior Advisor-Governance	SB-5 (Max)	30,000	72,000	72,000	72,000	246,000
		Poverty and Inequality Specialist	SB-5/1	15,000	32,000	32,000	32,000	111,000
		National Expert- PSDP	SB-5/1	15,000	32,000	32,000	32,000	111,000
		MIS Specilist	SB-5/2	15,000	32,000	32,000	32,000	111,000
		IT Analyst	(SB-4/2)	10,000	24,000	24,000	24,000	82,000
		Research Associate	SB-3/2	6,000	14,000	14,000	14,000	48,000
		Project Manager	SB-5/1	15,000	32,000	32,000	32,000	111,000
		Procurement Officer	SB-4/2	10,000	24,000	24,000	30,000	88,000
		Finance Officer	SB-4/2	10,000	24,000	24,000	30,000	88,000
		Amin & Finance Assistant	SB3/1	5,000	10,000	10,000	10,000	35,000
	IT Equipment	Laptop (the cost include licensed softwares and hard drives for data back up)	Quantity 15	30,000	0	0	0	30,000
		Printers	Quantity 5	25,000	0	0	0	25,000
		Fax machine	Quantity 1	500	0	0	0	500
		Multimedia	Quantity 2	2,500	0	0	0	2,500
		Scanner	Quantity 5	10,000	0	0	0	10,000
		Photocopier	Quantity 3	30,000	0	0	0	30,000

		UPS/ Generators	Quantity 5	25,000	0	0	0	25,000
	Project Equipment (Furniture)	Office Furniture		50,000	0	0	0	50,000
	Maintainance of equipment/ furniture	Maintainance cost		10,000	15,000	15,000	15,000	55,000
	Transport and fuel/ POL	Transport and fuel cost		10,000	15,000	15,000	15,000	55,000
	Rental for the office premises	Rental		10,000	25,000	30,000	25,000	90,000
	UNDP General Management Services	GMS	3% of total CS amount	35,000	35,000	35,000	35,000	140,000
	Direct Project Costing (DPC)	Support services	Calculated on actual	7,000	20,000	20,000	20,000	67,000
	Monitoring, Oversight and Audit	audit cost		0	20,000	20,000	20,000	60,000
	Annual/ quarterly Progress Review	progress reviews		0	10,000	10,000	10,000	30,000
	Travel	travel ticket, road travel etc		5,000	17,000	30,000	30,000	82,000
	Communications and advocacy	Printing, Publications and dissemination		5,000	30,000	30,000	30,000	95,000
	Miscellaneous	Stationary, utility bills etc.		5,000	20,000	20,000	20,000	65,000
		Sub-total- 5		**481,000**	**719,000**	**737,000**	**744,000**	**2,681,000**
		Grand Total		**1,600,000**	**3,300,000**	**3,350,000**	**3,410,000**	**11,660,000**

	2015	2016	2017	2018	Total
Government of Pakistan	1,000,000	1,000,000	1,000,000	1,660,000	**4,660,000**
UNDP (core + third-party)	600,000	2,300,000	2,350,000	1,750,000	**7,000,000**
Total	**1,600,000**	**3,300,000**	**3,350,000**	**3,410,000**	**11,660,000**

V. 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 by consensus, 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.

Programme Management Unit: The PMU will have three core functions:

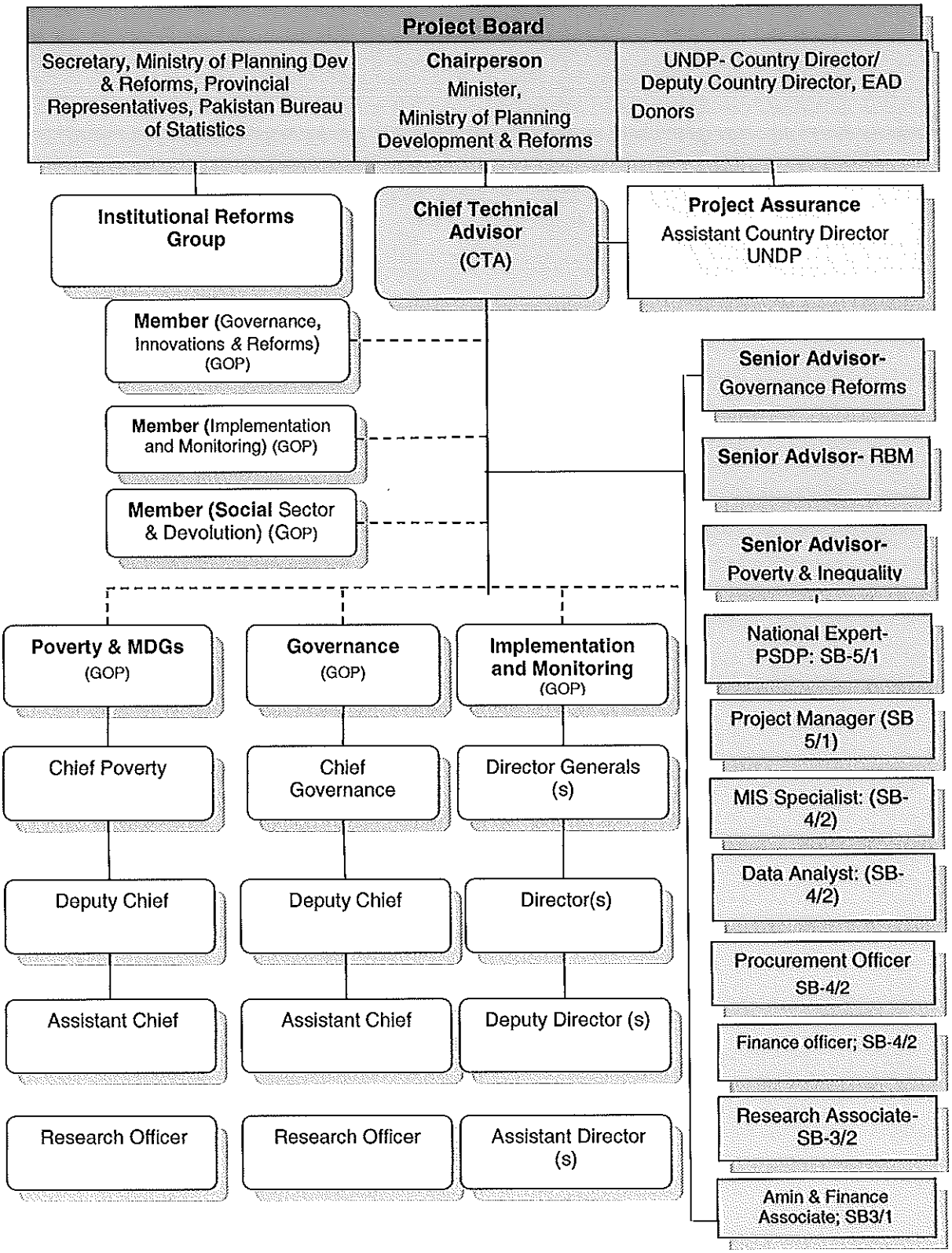
1. Implementation of outputs and approved in the project Annual Work plan (AWP)
2. Management and implementation of each of the project output. It will be responsible for results based management and reporting of the Programme. It will provide a clearing house mechanism for information, communication,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

The Programme Management Unit (PMU) will be headed by the Chief Technical advisor (CTA). The Chief Technical Advisor will be coordinating closely with the technical team will include senior advisors (Governance Reforms, RBM and Poverty and Inequality) and a Research Associate.

In addition, the Project Manager will be responsible for day-to-day management, monitoring and review of project activities; coordination with implementing partners and different stakeholders. The PM will be assisted by a Finance Officer, Procurement Officer, Admin and Finance Associate;

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.

Project Organogram:



Collaborative arrangements with related projects (if any)

Collaboration with similar on-going initiatives by other development partners can be explored to build complementarities. The major interventions among these are:

- DFID Sub-National Governance (SNG) programme WHICH aims to support the provincial and district Governments of Khyber Pakhtunkhwa and Punjab to improve public services that meet the needs of the citizens, especially the poor including women and girls.
- World Bank project on Punjab Cities Governance Improvement to support the province of Punjab's cities in strengthening systems for improved planning, resource management, and accountability, and to improve the province of Punjab's capacity to respond promptly and effectively to an eligible crisis or emergency. The themes for the project include: municipal finance, urban planning, e-governance, municipal governance and institution building.
- USAID Municipal Service Delivery Project in Sindh and KPK for the development of municipal infrastructure in various towns of the Province.
- World Bank Governance Support Project in Balochistan

Audit arrangements:

Audits will be conducted following UNDP Financial Regulations and Rules and related audit policies.

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

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP POPP, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

- **Annual Review Report**. An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review**. Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

In case a project evaluation is required, please indicate the justification and proposed timing for the evaluation. A project evaluation is required only when mandated by partnership protocols such as GEF. However, a project evaluation may be required due to the complexity or innovative aspects of the project.

VII. LEGAL CONTEXT

If the country has signed the Standard Basic Assistance Agreement (SBAA), the following standard text must be quoted:

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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/Docs/sc/committees/1267/1267ListEng.htm. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

ANNEX- I

Terms of Reference for Key Project Positions:

1. Post Title: Chief Technical Advisor

Duty Station: Islamabad
Salary band: SB-5/3
Duties and Responsibilities:

Working under the overall guidance of the Project Board and direct supervision of the UNDP Assistant Country Director and day to day collaboration with the Ministry of Planning development and reforms, the CTA will undertake the following primary tasks:

1. Providing advisory and technical support in setting up requisite systems, processes and procedures as may be required;
2. Identify priorities and capacity development needs in the design of work plans, and establish a timely and participatory work planning process;
3. Ensure the overall relevance, and performance of support for effective realisation and quality of outputs, and adherence to applicable UNDP global standards, rules and regulations;
4. Provide technical advice to the project Board.
5. Provide substantive inputs to the preparation of policy notes, statements, etc., for important events (e.g. donor forums, international conferences, etc.);
6. Exercise overall responsibility for planning, implementation, management, monitoring and coordination.
7. Ensure strong partnerships with Ministry of Planning Development & Reforms and other stakeholders, by facilitating communication and exchange of lessons learned and good practices;
8. Manage and supervise all aspects of project resource utilization in accordance with POPP guidelines.
9. Prepare terms of reference of all project personnel and short-term national and international consultants to meet deadlines related to final production of internal and external documents and reports to CO.
10. Liaise with CO to coordinate project implementation strategies and progress, provide information on priorities and policies of the executing agency and to ensure timely follow-up actions of programming unit.
11. Prepare different project proposals, project documents in response to UNDP and donors commitments
12. Coordinate with donor agencies supporting the Ministry of Planning, Development & Reforms and follow-up as required
13. Contribute in formulation of any research and policy intervention, as appropriate, based on development experience and research in governance
14. Backstop technical advisers in the process and creation of project related publications, reports, research papers, and presentations, ensure that information available are accurate.

Qualifications and Experience:

The candidate should possess a Master Degree in Social Sciences preferably in Economics or management related discipline with relevant professional qualification and necessary knowledge to undertake the assignment.

He/ She must have at least 10-15 years of working experience in donor assisted projects or development agencies with focus on project management, institutional development and capacity building in public sector institutions. Working knowledge and skills in IT is a prerequisite for the assignment. Preference will be given to the candidate possessing high quality of professional excellence in result-based project management. Being part of a dynamic team, he/ she must be able to perform effectively as a good team member and equally capable to undertake independent assignments. He/ she should also possess specific skills and/or specialized knowledge that would be advantageous to the candidate in performance of his/her services.

2. Post Title: Project Manager

Duty Station: Islamabad

Salary band: SB-5/1

Duties and Responsibilities:

Under the overall supervision of Chief Technical Advisor, the project management will be responsible for project execution by implementing and monitoring project interventions in conformity with work plan resolve implementation issues in collaboration with the UNDP Country Office and ensure result/ output-based project management. PM will be responsible for the following activities:

1. Ensure the timely and efficient delivery of Project outputs and products leading to the achievement of expected results;
2. Within the strategic framework concerted with the national counterparts, prepare work-plans reflecting the scope of activities, timing, sequencing, cost and other inputs for the implementation of the Project activities;
3. Present work-plans, periodic narrative progress reports and expenditures status reports to the Project Board and UNDP Country Office;
4. Manage efficiently the financial resources of the Project, including budgeting and budget revisions, as well as expenditure tracking and reporting;
5. Continuously record and maintain relevant Project activities, issues, risks, etc in the UNDP Atlas Project Management Module (software platform);
6. Lead and coordinate the organization of meetings, workshops, conferences, trainings, study tours and related activities relevant to the implementation of the Project;
7. Identify key performance indicators as well as develop and maintain a monitoring system to ensure effective information sharing, provision of feedback and elaboration of top quality progress reports;
8. Ensure high quality information and visibility of the Project activities to the mass media and stakeholders;
9. Ensure operational management of the project and production of its outputs in accordance with UNDP Programme Operations. Policies and Procedures (POPP) and project strategy document.
10. Manage and supervise all aspects of project resource utilization in accordance with POPP guidelines.

11. Assist CTA in preparing terms of reference of all project personnel and short-term national and international consultants
12. Develop a well-coordinated and well planned system of production of project progress and financial reports, plans of action and other documentation requirements of CO.
13. Liaise with CO to coordinate project implementation strategies and progress, provide information on priorities and policies of the executing agency and to ensure timely follow-up actions of programming unit
14. Administer funding of other donors, sponsoring project interventions, in accordance with their own standard procedures of financial management and audit.

Qualifications and Experience:

The candidate should possess a Master Degree in Social Sciences preferably in Economics or management related discipline with relevant professional qualification and necessary knowledge to undertake the assignment.

He/ She must have at least 8-10 years of working experience in donor assisted projects or development agencies with focus on project management, institutional development and capacity building in public sector institutions. Working knowledge and skills in IT is a prerequisite for the assignment.

3. Post Title: Senior Advisor- Results-Based Management

Duty Station: Islamabad
Salary band: SB-5/3
Duties and Responsibilities:

- Lead a series of internal and external consultations/workshops on challenges and solutions in RBM, governance and operating environment (national and sub-national), and management and accountability imperatives.
- Through consultations/workshops, ensure that innovations and solutions account for and respond to the needs and expectations of government while also addressing internal realities and requirements.
- Bring to bear in-depth familiarity with international best practice in results definition, measurement, monitoring and reporting in a range of different institutional settings, so as to help UNDP craft strengthened approaches that best reflect mandate and business model.
- Provide thought leadership in the design of corporate results frameworks in close collaboration with regional and policy and other internal stakeholders.
- Lead the technical consultations within UNDP on the design and formulation of full results chains, including outcomes and outputs, and key performance indicators.
- Provide options to strengthen the linkage between national results frameworks and provincial results frameworks.
- Craft an organizational awareness and communications strategy to assure the full internalization of the new approaches.
- Guide the strengthening of processes to gather data/information for tracking progress according to selected baseline indicators related to outcomes and outputs in the pertinent frameworks.

Qualifications and Experience:

- Advanced University Degree in business or public administration, international development, economics or other related field (preferably PhD).

- Minimum 15 years of increasingly responsible experience in a combination of development policy and programme, and strategic planning and RBM. Experience with RBM with international development institutions will be preferred.

Corporate Competencies:

- Demonstrates integrity by modelling the UN's values and ethical standards
- Promotes the vision, mission, and strategic goals of UNDP
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Treats people fairly without favouritism
- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change and ability to manage complexities
- Adaptability and flexibility in working in complex and dynamic environment.

Functional Competencies

- Recognized international expertise in the design, application and adaptation of results-based management approaches.
- In-depth knowledge of results-based management approaches and systems relevant to highly complex, service-oriented institutions dealing with both natural and social science phenomenal.
- Development professional with proven track record in policy and programme areas relevant to UNDP's mandate.
- Proven ability to provide advice to top-level decision-makers, and skilled strategic thinker with excellent data and information analysis abilities.
- Excellent communications and influencing skills, in particular with regards to complex concepts both in expert and non-expert settings.
- Ability to build strong relationship with clients and external partners.

4. Post Title: Senior Advisor-Governance Reforms

Duty Station: Islamabad
Salary band: SB-5/3
Duties and Responsibilities:

Under the overall supervision of Chief Technical Advisor, the Advisor- Governance Reforms will provide:

- Technical advice contributing to the formulation of strategic approaches and coordinated programmatic inputs towards good governance.
- Promoting good governance in all its aspects, including by ensuring the rule of law, improving the performance, efficiency and accountability of the public sector, and tackling corruption,
- Work closely with various government agencies, including the Ministries and agencies, non-state actors, and engage in discussions on various governance policy matters.
- Evaluate the effectiveness of agency programs, policies, and procedures to ensure consistency between national and sub-national level.
- Advice on the improvement of administrative management, to develop better performance measures and coordinating mechanisms

Qualifications and Experience:

- Advanced University Degree in business or public administration, international development, economics or other related field (preferably PhD).

- Minimum 10 years of increasingly responsible experience in a combination of development policy and programme, and governance reforms. Experience with international development institutions will be preferred.

5. Post Title: Senior Advisor- Poverty and Inequality Specialist

Duty Station: Islamabad

Salary band: SB-5/1

Duties and Responsibilities:

The Advisor, Poverty & Inequality will work under the overall supervision of Chief Technical Advisor (CTA) and will perform the following duties:

- Responsible for leading research on poverty measurement and analysis.
- Design and undertake research on the measurement of poverty and the impact of public policy on poverty, including regular publication of research papers and reports
- Provide substantive feedback to GoP on the impact of different public policies on poverty
- Track developments in poverty measurement and analysis in Pakistan
- Identify gaps in the knowledge base and take and support new initiatives
- Undertake analysis of GoP's budgetary allocation and expenditure on poverty and social Sector development
- Responsible for providing /updating the estimates of the poverty head count index every year and its wider dissemination using different mediums like website, reports etc.
- Implement research program on poverty measurement and analysis in accordance with quarterly and annual work plan under the guidance of CTA
- •Substantive contribution to the production of MDGs Progress Reports, PRSPs and other national policy documents in close coordination with other team members
- Design appropriate tools and activities for data collection, integration and dissemination
- Promote the strengthening of national statistical capacity through the establishment of an
- M&E network with development partners at the national and sub-national levels
- Undertake analysis of the quality and reliability of available data sources
- Where needed, develop technically sound and clearly defined SMART indicators for GOP's programs/ interventions related to social development
- Regularly interact with key national and sub-national partners involved in socioeconomic surveys and data collection
- Maintain a database of relevant studies and data on social sector performance and build links with public and private sector research institutions
- Monitoring and progress reporting of the related MDG at the national and sub-national levels
- Contribute to the production of quarterly and annual progress reports.
- Train relevant staff in public sector on poverty measurement and analysis
- Any other relevant task assigned by CTA

Qualifications and Experience:

Master Degree (preferably PhD) in Economics, Statistics, Development Studies or other related field. At least 10 years' experience of research on poverty (preferably PhD).

Functional Competencies:

- Comprehensive knowledge of national economy and the determinants and drivers of poverty
- Strong quantitative background, with experience in empirical work
- Strong communication skills; both written and verbal
- Ability to work with both primary and secondary data
- Strong understanding of various poverty measurement methodologies, techniques and tools including widely used relevant computer programming / simulation models
- A good team player as well as the ability to work independently

6. Post Title: National Expert- PSDP

Duty Station: Islamabad

Salary band: SB-5/1

Duties and Responsibilities:

Under overall supervision of Chief Technical Advisor, the National expert- PSDP will be responsible for:

- Budget allocated for debt servicing, defence, public sector development, education, health energy and current expenses as percentages of GDP and in Rupees.
- Highlight the trends in capital spending and current spending and its implications.
- Total revenue collected and relative contributions by various sources.
- Actual budget expenditure patterns and constraints vis-à-vis original and revised budgets with special focus on education expenditure. In pursuit of a comprehensive analysis the study will integrate the challenges raised and opportunities provided through 18th amendment with education being the centre of analysis.
- Assess the allocative efficiency of the government and interpret the expenditure trends and signals in terms of long term priorities and strategies of the government.

Qualifications and Experience:

- Advanced University degree in the field of economics, development, public administration or relevant related fields.

- At least 7 years of relevant professional experience in development sector, preferably in the region
- Proven experience of budgetary analysis and preparing research papers
- Previous experience with UNDP is a great advantage

7. Post Title: MIS Specialist

Duty Station: Islamabad

Salary band: SB-5/1

Duties and Responsibilities:

Under the overall supervision of CTA, the MIS Specialist will be responsible to manage and implement the E-Governance component of the project in an effective and efficient manner. The MIS Specialist will be responsible for ensuring high quality advisory and implementation support to achieve the objectives and outputs of the project in relevance to the E-Governance. The MIS Specialist will work closely with the CTA, Advisors for the relevant outputs and Ministry of Planning, Development and Reforms to perform following responsibilities:

Qualifications and Experience:

The candidate should hold at least a Master's Degree in Computer Science with good understanding of GIS tools and technologies. The candidate should have at least 5 – 7 years of similar work experience. The candidate should have a good understanding of ICTs, MIS, GIS, land revenue/record management system, digital surveying and local government, participatory development programmes, devolution and project planning, management and monitoring.

8. Post Title: Data Analyst

Duty Station: Islamabad

Salary band: SB-4/2

Duties and Responsibilities:

Qualifications and Experience:

9. Post Title: Research Associate

Duty Station: Islamabad

Salary band: SB-3/2

Duties and Responsibilities: The incumbent will be responsible to provide overall technical assistance under the guidance of CTA/ Advisers. She/he will:

The purpose of this assignment is to provide overall assistance to the project advisors/ expert in policy analysis and research on governance related subjects and issues. The Research Associate would be responsible to undertake the following activities:

- Conduct research analysis of key governance reform issued especially decentralization and civil service reforms.
- Provide timely technical input for formulation and implementation of institutional reform initiatives.
- Assist in the preparation of governance training modules.
- Write policy papers, briefs and reports as required by the Advisers.
- Assist with initial and informal stakeholder consultations,
- Collect and analyze preliminary information and data. Provide advanced word processing support by creating complex spreadsheets, maintaining databases and creating high quality reports, presentations, and other documents;

- assist in arranging meetings and workshops,
- assist in the preparation of reports,
- assist in preparation of work plans and budgets, and
- Maintain ongoing communications with stakeholders.
- Assist the Project/ Component Manager in project coordination and monitoring by keeping track of the project work plan and reports;
- Understand and assist in managing project outputs, activities, project controls and draft correspondence as and when required;
- Assist in compiling and developing project work plans;
- Assist in coordinating meeting of the Project Board, including preparation of agenda, invitations, and drafting minutes of the meetings;
- Assist in organization of project workshop and seminars, including preparation of proceedings and short reports; and
- Any other task assigned by the project manager.

Qualifications and Experience: The incumbent should have at least a Bachelor degree in a technical discipline from a recognized university (i.e., economics, public policy, and social sciences). She/he should have at least 3 years relevant working experience with foreign aided projects or international development or organizations. Computer proficiency in MS Office (Word, Excel and PowerPoint) and other common software is a prerequisite. Ability to collect data, analyze data, write basic reports in English is a basic requirement. Ability to effectively interact with a wide variety of stakeholders and knowledge of UNDP project implementation procedures, including procurement, disbursements, and reporting and monitoring is considered an asset. Fluency both in written and spoken English and Urdu is required.

10. Post Title Finance officer

Duty Station: Islamabad
Salary band: SB-4/2
Duties and Responsibilities:

Under overall guidance of Project Manager and under the direct supervision of CTA, the Finance Officer will be responsible for the following tasks:

1. Full compliance of financial activities, financial recording/reporting system and audit follow up with UN/UNDP rules, regulations, policies and strategies; implementation of the effective internal control, proper design and functioning of the financial resources management system.
2. Elaboration/establishment of internal Standard Operating Procedures in Finance, control of the workflows in the Finance Unit.
3. Continuous analysis and monitoring of the financial situation, presentation of forecasts for development and management projects.
4. Elaboration of the framework and conditions of contributions agreed with donors.
5. Elaboration and implementation of cost saving and reduction strategies.
6. Routinely monitors financial exception reports for unusual activities, transactions, and investigates anomalies or unusual transactions. Informs supervisors and other UNDP staff at Headquarters of the results of the investigation when satisfactory answers are not obtained.
7. Financial resources management through planning, guiding, controlling of the resources in accordance with UNDP rules and regulations.
8. Preparation and monitoring of budgets of management projects.

9. Elaboration of the internal expenditures' control system which ensures that vouchers processed are matched and completed, transactions are correctly recorded and posted in Atlas; payrolls are duly prepared; travel claims and other entitlements are duly processed, receipting of goods and services and establishment of accruals are properly done in compliance with UNDP policies and procedures.
10. Monitoring of financial exception reports for unusual activities, transactions and investigation of anomalies or unusual transactions. Provision of information to supervisors and UNDP management on the results of the investigation when satisfactory answers are not obtained.
11. Primary contact with local bank management on routine operational matters including negotiation of exchange rate on replenishments.
12. Initiation of bank transfers and deals, selecting bank transfers and deals for approval and settlement.

Qualifications and Experience: 7 years of relevant experience in providing financial management and accounting advisory services, managing staff and operational systems)

11. Post Title: Procurement Officer

Duty Station: Islamabad
Salary band: SB-4/2
Duties and Responsibilities:

Under the guidance of the CTA, the Procurement Officer will provide high quality professional procurement expertise to manage project operations according to UNDP rules and procedures:

1. Ensuring elaboration and implementation of operational strategies focusing on achievement of the following results:

- Full compliance of procurement activities with UNDP rules, regulations, policies and strategies; implementation of the effective internal control, proper functioning of a client-oriented procurement management system.
- Elaboration/establishment of internal Standard Operating Procedures (SOPs) in procurement within the PMU.
- Analysis of requirements and synthesis of proposals for cost saving and reduction strategies.
- Synthesis of proposals and implementation of contract strategy in the PMU including tendering processes and evaluation, contractor appraisal, managing the contract and contractor, legal considerations and payment conditions, risk assessment.
- Implementation of the strategic procurement in the PMU including sourcing strategy, supplier selection and evaluation, quality management, customer relationship management, e-procurement introduction and promotion, performance measurement.

2. Managing and guiding procurement processes for the PMU focusing on achievement of the following results:

- Timely and duly preparation of the procurement plans for the Project and monitoring of its implementation.
- Implementation of proper monitoring and control of procurement processes including organization of RFQ, ITB or RFP, receipt of quotations, bids or proposals, their evaluation, negotiation of certain conditions of contracts in full compliance with UNDP rules and regulation.

- Review and certification of submissions to the Contract, Asset and Procurement Committee (CAP) and Advisory Committee on Procurement (ACP).
- Management of procurement contracts.
- 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.

3. Ensuring implementation of sourcing strategy and e-procurement tools focusing on achievement of the following results:

- Development of the rosters of suppliers, elaboration of supplier selection and evaluation, quality and performance measurement mechanisms.
- Effective and efficient use of the e-procurement module.

4. Supporting the implementation of project activities focusing on achievement of the following results:

- Close collaboration with other team members to ensure delivery of services and goods that meet requirements and responsiveness to changing circumstances.
- Weekly updates on the status of procurement and contractual agreements.
- Timely identification of potential bottlenecks and issues.

Competencies and Skills Required

Core Competencies

- Demonstrating/safeguarding ethics and integrity
- Demonstrate corporate knowledge and sound judgment
- Self-development, initiative-taking
- Acting as a team player and facilitating team work
- Facilitating and encouraging open communication in the team, communicating effectively
- Creating synergies through self-control
- Managing conflict
- Learning and sharing knowledge and encourage the learning of others. **Promoting learning and knowledge management/sharing is the responsibility of each staff member.**
- Informed and transparent decision making

Qualifications and Experience:

Master's degree or equivalent in business administration, public administration, finance, economics, or related field.

A minimum of 7 years of relevant experience in procurement management preferably with a UN organization. Excellent management and IT/computer skills are essential. The candidate should have ability to meet deadlines and work accurately. Experience using UNDP management software will be an added advantage.

12. Post Title Amin & Finance Assistant

Duty Station: Islamabad

Salary band: SB-3/1

Duties and Responsibilities:

Under the overall supervision of CTA, the incumbent will be responsible to provide overall technical assistance. She/he will:

- Ensure the implementation of UNDP Financial and Admin related policies in the Project.
- Preparation of PO and non-PO vouchers for development projects in Atlas.
- Maintenance of the internal expenditures control system which ensures that vouchers processed are matched and completed; transactions are correctly recorded and posted in Atlas.
- Timely corrective actions on unposted vouchers, including the vouchers with budget check errors, match exceptions, unapproved vouchers.
- Creation of requisitions in Atlas for development projects, register of goods receipt in Atlas and uploading receipt documents in the Document Management System.
- Verify vendor banking details by, for example, comparing the banking details on the invoice to the vendor record. Preparation of payment request and travel claims, ensure proper control of the supporting documents for payments and financial reports and payments execution and follow up with relevant sections.
- Ensure that payments are entered into Atlas with the correct due date, so that the payment can be scheduled according to the agreed-on payment terms; and Ensure that proper supporting documentation is attached and/or available.
- Office management including secretarial assistance during meeting/seminars, maintenance of the office filing system, monitoring of office equipment and supplies and assistance in organizing meetings, workshops/trainings etc. Reporting on any maintenance issues and following these up as appropriate
- Maintain and update the, attendance record and leave/movement plan for P & D staff members;
- Providing support in preparation of TORs/PAFs for the new posts and other documentation necessary for the recruitment process in coordination with Human Resource Department of UNDP Country Office.
- Manage the utilization of project petty expenses and keep a track of petty cash expenditure in line with standard financial procedures.
- Processing NOCs, security clearance for staff
- Prepare TA and travel arrangement for UNDP and donors/delegates
- Maintain inventory data base of all Project assets/equipments
- Prepare and maintain vehicle monthly log book, report, maintenance record and other tasks
- Prepare and process tender documents, invite bids from open market, prepare comparative statements and ensure financial accountability in all project related procurements, subcontracts and outsourcing;
- Any other task assign by supervisor

Qualifications and Experience:

Bachelor's degree with specialized certification in Accounting and Finance and Administration. University Degree in Finance, Business or Public Administration desirable, but it is not a requirement.

5 Years (5 years of relevant experience at the national or international level is required. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems. Experience with ERP financials, preferably PeopleSoft, desirable.)

Annex- II

OFFLINE RISK LOG

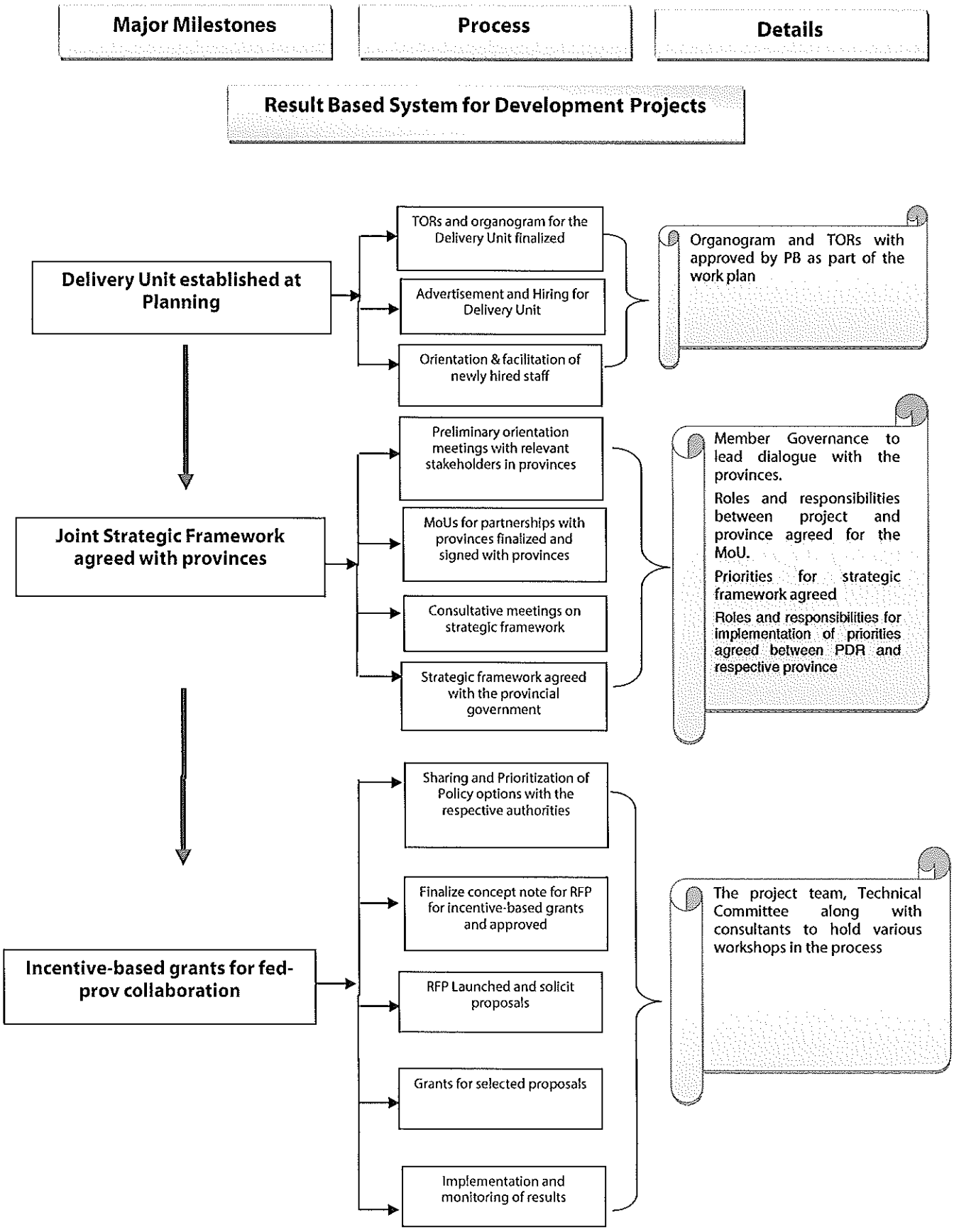
Project Title: Reforms and Innovation in Government for High Performance	**Award ID:**	**Date:**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	National and sub-national government ownership is a critical for an effective project implementation	June 2014	Organizational Political	People and institutions are so attuned to the classical systems and procedures that there has always been a natural resistance to change. A low level of acceptance and ownership may hamper the project progress P = 2 I = 3	Extensive consultation with the government at national and provincial level for ownership and acceptance	CTA	June 2014	June 2014	
2	Institutionalization and sustainability of most of the proposed interventions under E-Governance component of the Project	June 2014	Organizational Political		The project will work closely with the government structure with extensive investment in capacity building for sustainability of the project	CTA	June 2014	June 2014	

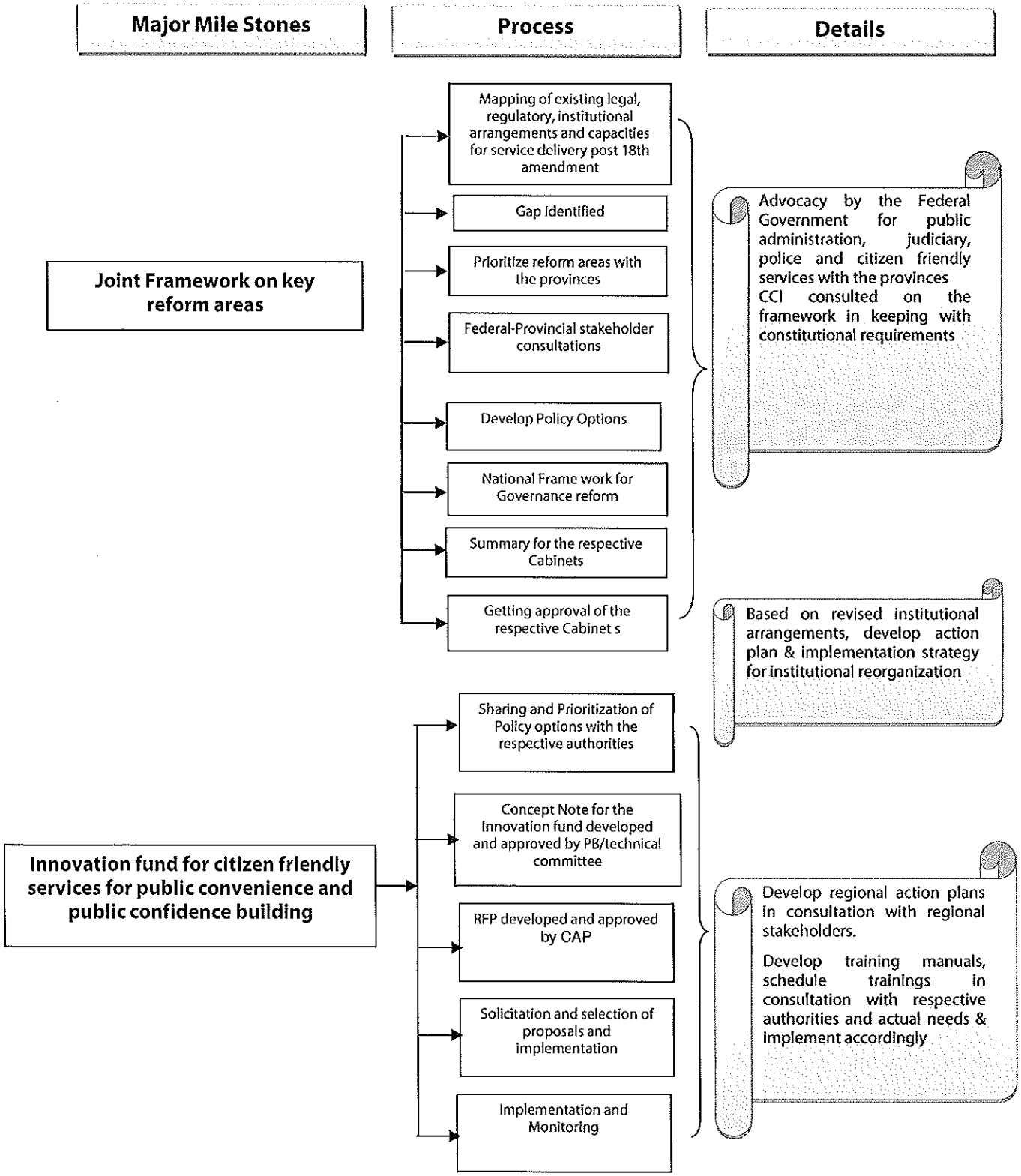
					interventions/ results				
3									

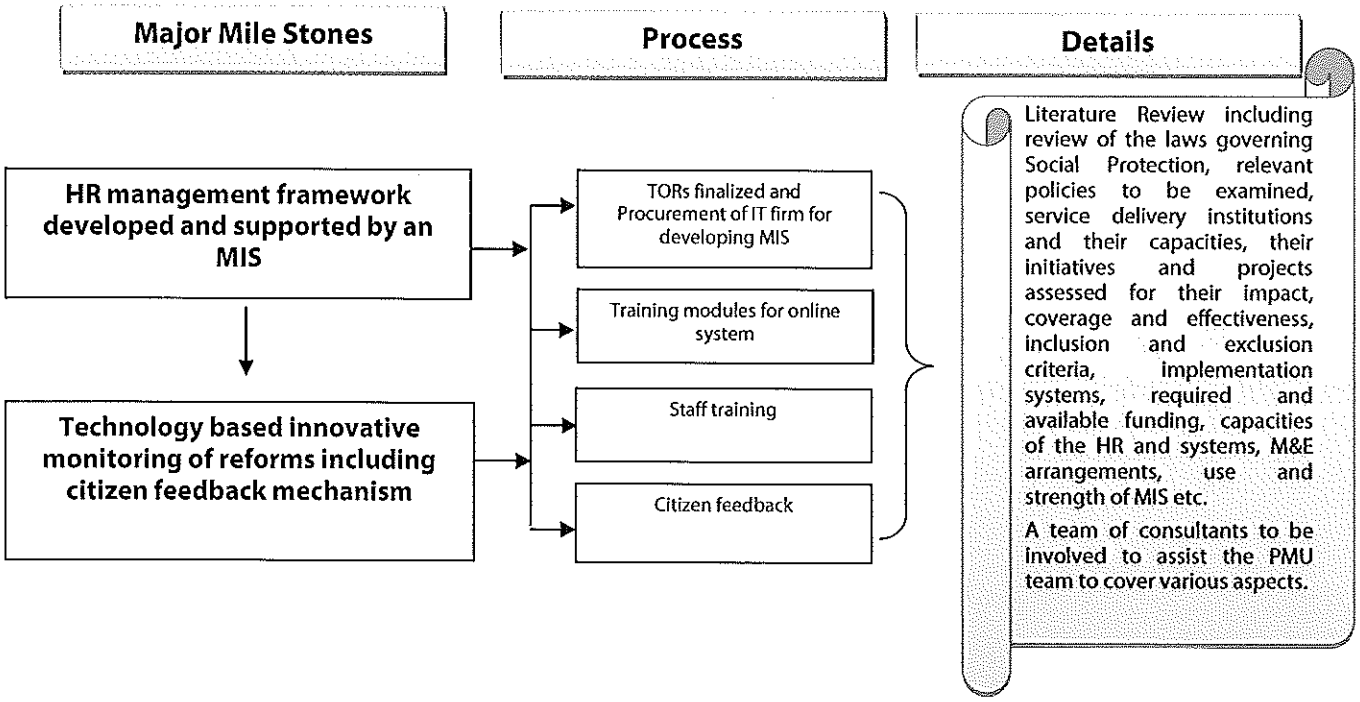
Annex III

PROCESS FLOW DIAGRAM

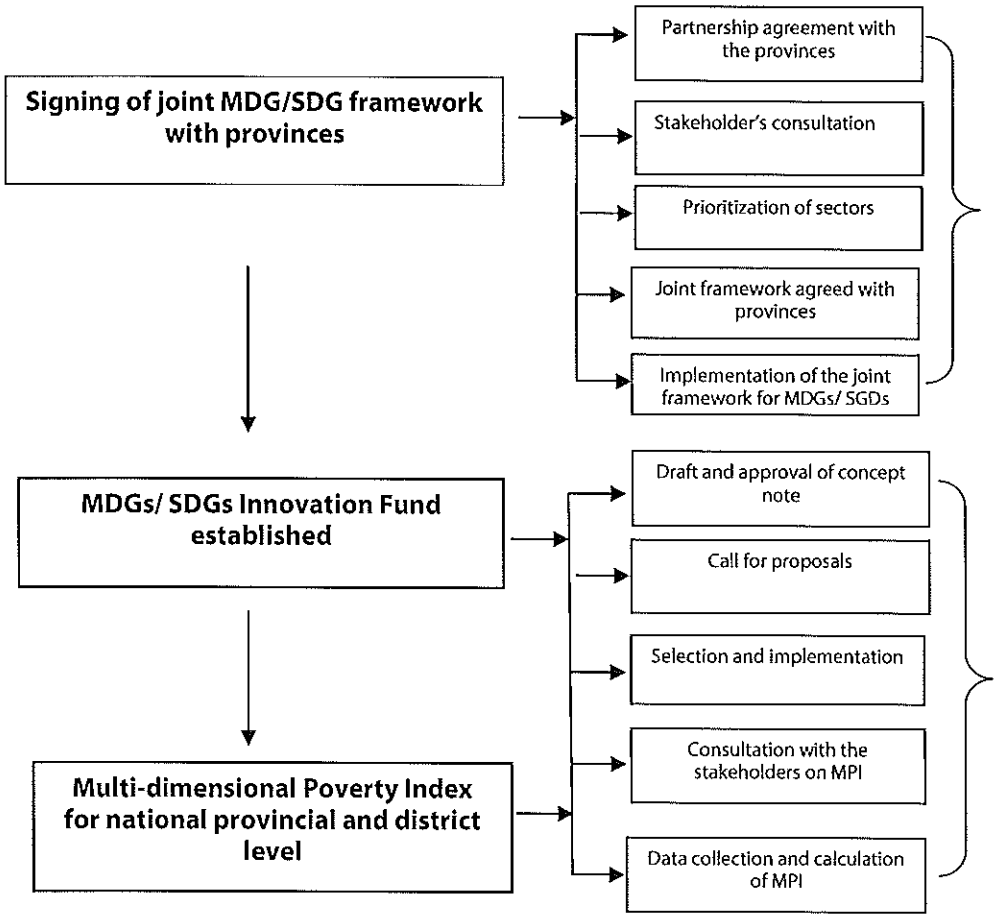


Reforms for Accountable and transparent Public Administration



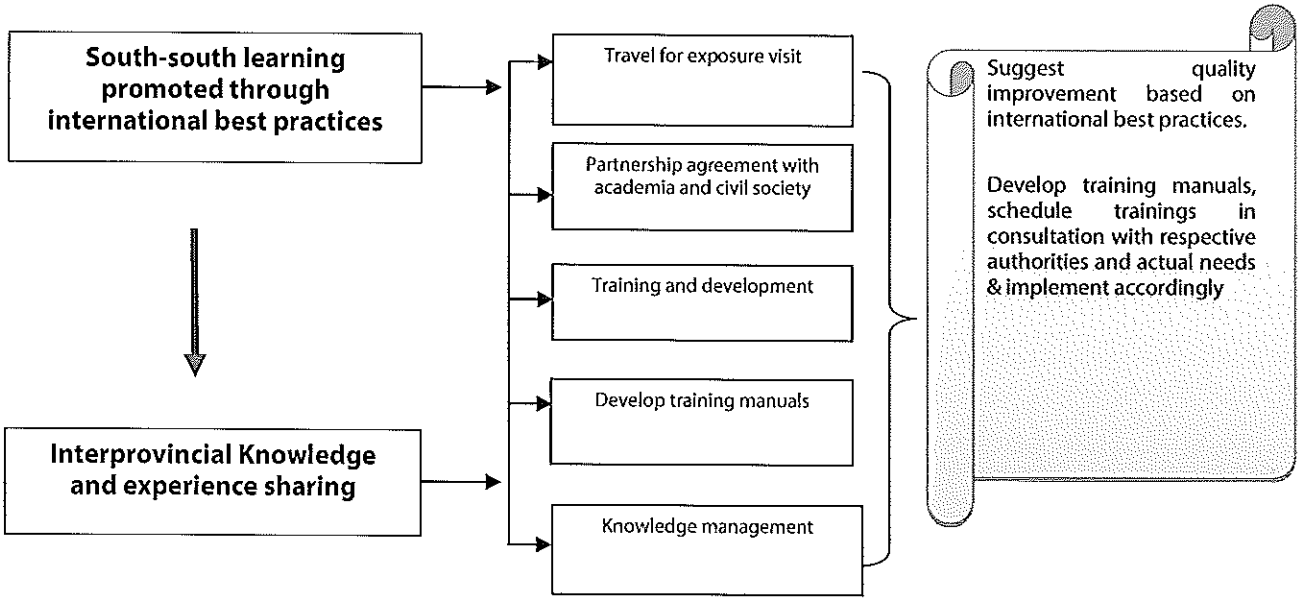


Strengthening implementation and monitoring for MDG/SDG



Major Mile Stones	Process	Details

Planning as Think Tank and Coordinator on Development Agenda of Pakistan



Institutional Reforms Group- Terms of Reference

- Ensuring open government through transparency, accountability, and participation to fight corruption and improve citizen engagement.
- Transforming public service into a highly capable service provider by promoting merit based system at all levels through improvements in recruitment, postings, promotion, training and incentives.
- Turning public sector into High Performance Organizations.
- Introducing result-based management to impact performance and service delivery with a focus on quality, productivity, evidence based planning, business process reform, restructuring of government ministries and departments, citizen charters, and policy integration and evaluation.
- Harnessing new technologies for efficiency and effectiveness gains by deepening e-governance and m-governance with a focus on leveraging Information & Communication Technology (ICT), Geographic Information System (GIS) tools and mobile technology
- Creating responsive public sector by decentralizing service delivery functions to district level in pursuance of the constitutional mandate to pursue devolution and promoting effective local governance.
- Mobilizing resources by enhancing revenues, increasing expenditure efficiency with a focus on e-procurement, professional project management, and performance based budgeting to maximize value for money.
- Promoting public-private partnerships in production, service delivery and infrastructure services.
- Building strategic policy development and implementation capability, foster innovations through promoting knowledge sharing, knowledge management, collaborations with academia and private sector, and targeted allocations.
- Developing leadership for results and introducing modern management practices / skills by reforming and strengthening public sector training institutions.