

**PROJECT DOCUMENT**  
*Pakistan*



Empowered lives.  
Resilient nations.

**Project Title:** Policy Support Programme  
**Project Number:** 00087069  
**Implementing Partner:** UNDP  
**Start Date:** September 2013      **End Date:** 31 December 2017  
**Extension Period:** January 2018 to December 2022

**Brief Description**

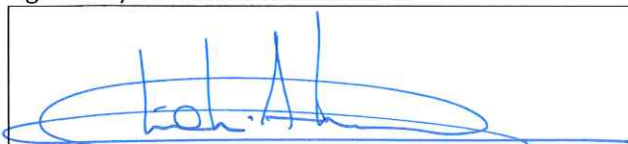
Policy Support Programme was designed to support UNDP’s role on influencing policy reform through technical and evidence based research on key areas of Pakistan’s development challenges. In line with Country Programme 2013-17 Outcome 2.1.1 ‘*Planning and finance institutions and women’s departments at 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*’ the project has generated debate on several emerging issues and improved development planning on areas related to poverty & inequality, investment in youth bulge, MDG monitoring & reporting, early adoption of 2030 Agenda and several other areas in governance, environment and climate change and human development challenges.

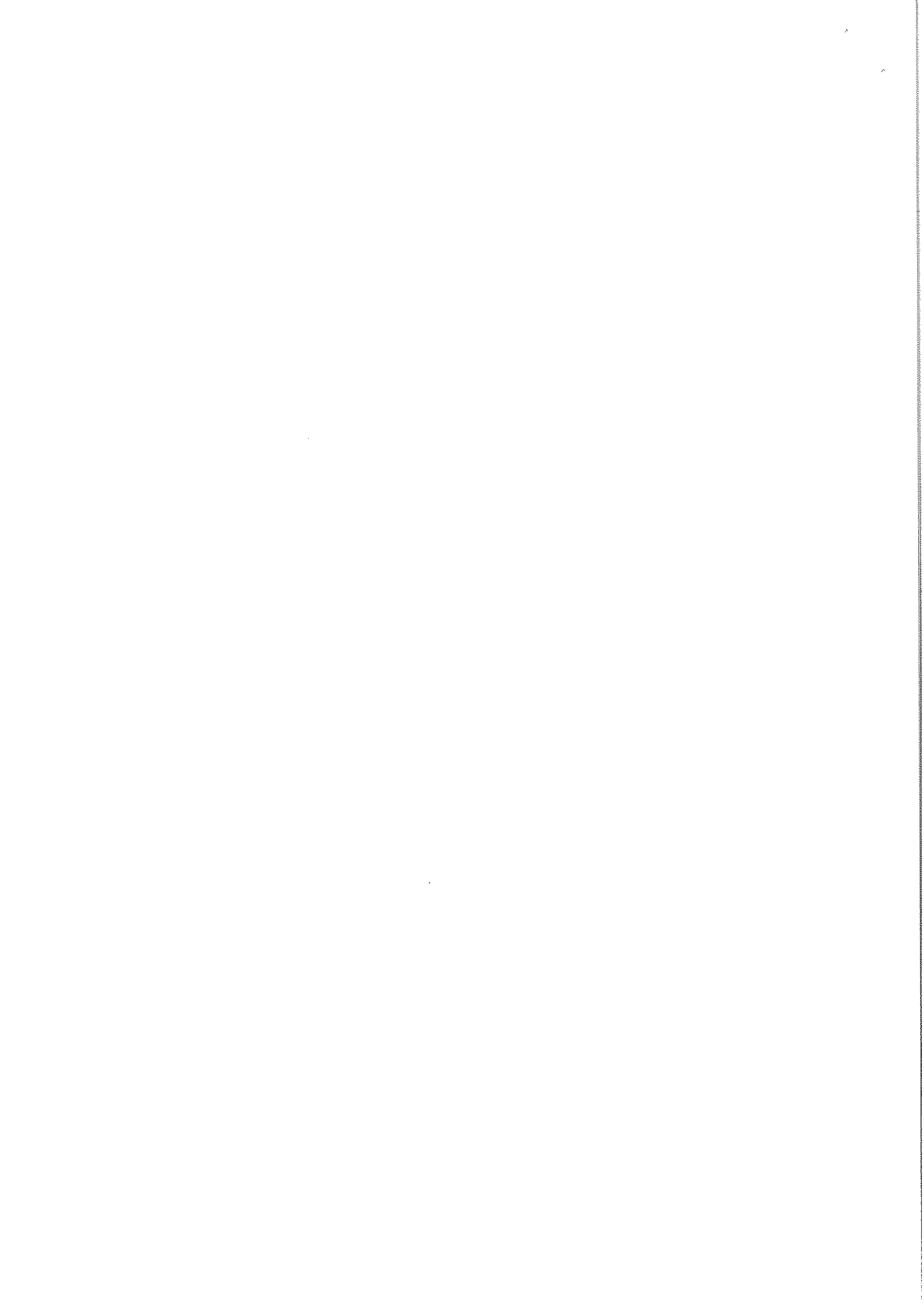
As the project enters into its next phase of implementation, it will continue its research work to provide analytical base for informed decision making and support to the Sustainable Development Goals’ implementation at national and sub-national level. The key focus areas will be; 1) strengthen national and sub-national capacities in generating inclusive & sustainable growth through evidence based research & analysis and policy dialogue, 2) Improve cross-practice work in key thematic areas such as institutional strengthening, governance, crisis prevention and other aspects of human development, and 3) Advancing the role of innovation in policy making to address urgent developmental challenges

**Contributing Outcome (CPD):**  
 By 2022, the Pakistani people, benefit from accountable, transparent and effective governance mechanisms and rule of law institutions. Indicative Output(s): **Output 9.3:** Through active citizen engagement, national/provincial governments shape public policy priorities and establish planning, financing and monitoring mechanisms, facilitating implementation of the Sustainable Development Goals. **IRRF Indicator 7.7.1:** Evidence of human development reports and other SDG-related knowledge products contribute to policies, regulations and systems.

<b>Total resources required:</b>	<b>US\$2.5 million</b>
<b>Total resources allocated:</b>	UNDP US\$ 1.25 million
<b>Resource to be mobilization:</b>	US\$ 1.25 million

Agreed by

  
 Ignacio Artaza, Country Director, UNDP  
 Date: 01/12/2017



### Country Context

Pakistan has made significant economic progress over the past few years. The GDP growth rate has been continuously increasing - at 5.3 percent in FY 2016-17 it is the highest over the past decade.<sup>1</sup> The overall size of the economy has increased above US \$300 billion, with agriculture, industry and services all contributing to the economic growth.

Economic growth however, has certain structural weaknesses. The economy has relied heavily on borrowing, with the overall size of public debt standing at Rs. 20.9 trillion. Foreign exchange reserves have increased to US\$ 21.6 billion,<sup>2</sup> however, these are susceptible to widening current account deficit. Pakistan's exports have been facing a downward trajectory over the recent years mostly due to weak global demand, lower commodity prices and structural weaknesses within resulting in low competitiveness.

In recent years, budget deficit has declined from 8.8 percent of GDP in 2011/12 to 3.9 percent in 2016/17, however, tax revenue at 12.6 percent of GDP in FY2016 is still low. Inflation has fallen to a historic low level of 4.1%<sup>3</sup>, which is largely driven by the fall in global oil prices, low policy rate maintained by the State Bank and to some extent due to the prudent fiscal and monetary policies bringing stability in Pak Rupee. Domestic savings and investments are low, as a result Pakistan continues to rely on international stimulus to initiate investments. Under the US\$ 54 billion China Pakistan Economic Cooperation (CPEC) initiative heavy investment are being made in energy and transport related projects, providing an opportunity for domestic industry to expand.

The overall economic growth process in Pakistan is extremely fragile with the economy experiencing significant macroeconomic stress, fiscal retrenchment and balance of payment difficulties coupled with poor law and order situation, high energy deficit, and political instability.

### Human Development

From a social development perspective, Pakistan has achieved tremendous success in reducing poverty. Consumption based poverty dropped from 57.9% to 29.5% between 1998/99 and 2013/2014; and multidimensional poverty, which takes into account deprivation in health, education and living standards, reduced from 55.2% to 38.8% between 2004/05 to 2014/15. However, inequality remains a daunting challenge in Pakistan. In 1987/88 the Gini co-efficient which measures inequality was 0.35 and by 2013/14 it had risen to 0.41. Pakistan's richest 20% now consume seven times more than the poorest 20%. Regional disparities are also stark, with multidimensional poverty being the highest in Balochistan at 71.2% and lowest in Punjab at 31.4%. The proportion of people identified as multidimensionally poor in urban areas is significantly lower than in rural areas – 9.4 percent and 54.6 percent, respectively.<sup>4</sup>

On the Human Development Index, Pakistan has a ranking of 147 out of 180 countries with an index value of 0.550 demonstrating the need for significant improvements in education, health and water & sanitation with particular focus on gender mainstreaming across all these areas. Within the education sector, literacy rate for 10 years and older stands at 60% in Pakistan and around 22.64 million children in the age group of 5 to 16 are out of school<sup>5</sup>. School enrolment also tends to reduce in Pakistan as the education level improves. Gross enrolment ratio for primary education is at 91%, but it reduces to 62% for middle school and to 58% for matric<sup>6</sup>.

Similar gaps also exist in the health sector, especially in mother and child health care. The infant mortality rate per 1000 live births stands at 65.8 while the maternal mortality per 100,000 live births is at 178<sup>7</sup>. While 73% of women in Pakistan are able to receive some sort of pre-natal consultation, unfortunately post-natal consultations are significantly lower at 29%. Lack of awareness, high cost and other access challenges has also led to poor health conditions prevailing in majority of children. Child immunization rate stands at 60% at national level but it reduces to a shockingly low of 27% in

<sup>1</sup> Economic Survey of Pakistan 2016-17

<sup>2</sup> Economic Survey of Pakistan 2016-17

<sup>3</sup> Economic Survey of Pakistan 2016-17

<sup>4</sup> Multidimensional Poverty Report 2016

<sup>5</sup> Pakistan Education Statistics 2015-16, National Education Management System

<sup>6</sup> Pakistan Social and Living Standards Measurement Survey 2014/15, Pakistan Bureau of Statistics

<sup>7</sup> UNDP 2016 Human Development Report

Balochistan<sup>8</sup>. According to the last National Nutrition Survey held in 2011, 43.7% of children are moderately or severely stunted.

Amongst other contributing factors, availability and access to clean drinking water & sanitation are also essential to improving overall health and hygiene of the masses. Sanitation is a particular challenge in the slums of Pakistan. Almost 86% of population has access to improved water sources, a category that includes tap water, hand pump and motorized pumping, while the flush facility is available to 73% of households in Pakistan.

Differences in socially constructed gender roles have also created inequality with respect to men and women's equal access to basic facilities, fulfilment of rights and women's inclusion in labour force. Out of 188 countries, Pakistan ranks at 130 on the scale of Gender Inequality Index of UNDP. The same index also reveals that while labour force participation rate is at 82.2% for males, it stands at only 24.3% for females. On the education front, only 26.5% of females have at least some secondary education while their mean years of schooling is only 3.7 years compared to 6.5 years for males.

### **Population Trends**

The recently released results from 2017 census indicates Pakistan population at 207.8 million, and growing at an annual rate of 2.4 percent, making Pakistan the 6<sup>th</sup> most populous country in the world. With 64% of the population being below the age of 30, a large and growing youth bulge poses a major demographic challenge for Pakistan. As the contraceptive prevalence rate has stagnated at 40% and fertility rate at 3.4 per woman coupled with declining mortality rate and improvement in life expectancy, the growing population has serious implications for the socio-economic development of the country.

It is also a challenge to provide productive employment opportunities for the growing young population. Government of Pakistan has introduced numerous initiatives for the youth to gain quality education, vocational training, capital and other resource for setting up business and other productive employment opportunities. The unemployment rate, as a result, has reduced from 6.2% in 2012-13 to 5.9% in 2014/15. However, within the age bracket of 15-29, the unemployment rate still stands at 9.1%.

### **Security**

Violent extremism is a serious threat to Pakistan's security, peace and stability and has repeatedly affected its economic growth and human development progress. According to the Global Terrorism Index Pakistan is ranked in the top five countries in the world that suffer the highest impact from terrorism. Although estimates differ but based on one analysis from South Asia Terrorism Portal, Pakistan has lost almost 22000 civilian lives between 2003 and 2017. The State Bank of Pakistan has estimated the economic losses from terrorist attacks at US \$118.3 billion from 2002 to 2016. These losses in the form of infrastructure and civilian lives disrupt development efforts and hinder economic development by discouraging investors and expansion of business activity.

### **Pakistan's performance on MDGs**

Pakistan was unable to demonstrate an impressive progress on Millennium Development Goals. Of the 16 targets and 41 indicators against which progress towards achieving MDG's was measured, time series data available for 34 indicators revealed that it achieved targets laid down for only three indicators (UNDP 2013-14). In contrast, Pakistan was on track to achieve the targets on only 7 indicators, whereas its progress on 24 indicators was off track. Except for poverty, Pakistan couldn't register notable progress on some of the most critical indicators for development such as maternal mortality, infant mortality and enrolment ratios.

Terrorism, law and order situation, governance and weak institutions have all heavily contributed to the under achievement of MDGs. From the planning and implementation perspective, lack of government ownership and commitment resulted in low awareness of MDGs and consequently, lack of effort in setting up the enabling environment for their achievement. Pakistan was unable to timely localize MDGs and thus engage and capacitate local institutions to achieve the targets. At the national and sub-national level, unavailability of timely and consistent data also constrained monitoring and reporting of MDGs. Insufficient social sector expenditures, especially those on education and health, couldn't keep pace with the rising population and the urgency of the crises.

<sup>8</sup> Pakistan Social and Living Standards Measurement Survey 2014/15, Pakistan Bureau of Statistics

## **Agenda 2030 for Sustainable Development:**

In September 2015, Pakistan, along with other UN Member States, adopted the 2030 Agenda for Sustainable Development. Pakistan was one of the leading countries in the Asia Pacific region to adopt SDGs and commence work on the Agenda 2030 in a systemized manner. Implementation of SDGs in Pakistan builds on the lesson learnt from the implementation of MDGs, where Pakistan's slow progress was influenced by developments in the country and outside. These include natural disasters, man-made conflicts, institutional, administrative and political changes, weak commitments to hardcore structural economic reforms, reductions in international aid by development partners due to the global economic crisis of 2007, and limited localization of the MDG agenda at the provincial level. The experience with MDG served as a lesson well learnt and allowed UNDP to address these from the very beginning to avoid repetition.

As a result of continued advocacy efforts under the Policy Support Programme numerous milestones have been achieved that ensure SDG are institutionalized and embedded in the long term national strategies. In August 2014 while the Pakistan's long-term plan Vision 2025 was being developed, UNDP worked with the Planning Commission to align its 7 pillars of development with SDG. Soon after the global launch of SDG Framework, Pakistan was the first country to formally launch SDG at national and sub-national level. Building on that commitment of Government, National Assembly passed a unanimous resolution in February 2016 adopting the 2030 Agenda as 'Pakistan's Development Agenda'. At the same time, an SDG Secretariat was also established in the Parliament to engage political parties.

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

The project's overall strategy is to provide technical support to the Government of Pakistan in bringing policy reforms and initiatives that promote sustained, inclusive and sustainable economic growth through:

### **1. Evidence based research and analysis:**

During the last four years, the Policy Support Programme has successfully provided policy and advisory support on numerous key development issues related to poverty and inequality, youth's social and economic development, institutional performance and other areas affecting human development outcomes. This has been undertaken through extensive qualitative and quantitative research and the findings have been endorsed and integrated in development planning by federal and provincial governments. Some of the key accomplishments that drive this strategy are in the area of youth's development and multidimensional poverty.

The findings from the 2017 National Human Development Report on Youth and the overall process of engagement with multiple stakeholders from government, political parties, academia and of course the youth from across Pakistan has generated widespread dialogue on youth's development issues. Through continuous advocacy, extensive research and close collaboration with youth, the results produced have made Provincial Governments recognize the need to address challenges that hinder progress and fulfilment of youth's aspirations. The report is also rich in data reflecting on gaps and inequalities through indices on human development, youth development and youth gender inequality at national and sub-national level.

Another milestone achieved was through the development of a nationally representative multidimensional poverty index based on the dimensions of education, health and living standards. The report on multidimensional poverty was developed in close collaboration with Planning Commission and with technical support from Oxford Poverty and Human Development Initiative (OPHI) and it provides time series data for almost 10 years at national, provincial and district level. Given its relevance and importance, Planning Commission adopted it as the official poverty measure to complement income poverty. Its launch generated debate and interest amongst experts and policy makers alike with academicians undertaking further research on the area of multidimensional poverty and policy makers institutionalizing it as one of the criteria for resource allocation at provincial level.

Similar evidence-based research through primary and secondary data that supports UNDP's efforts in promoting inclusivity and sustainability in economic and social development will continue to be the leading pillar in the strategy of PSP. Through research & analysis on key areas of inclusive growth as pertaining to SDGs, PSP will advocate for policy reforms and provide advisory support to UNDP's government counterparts. The overarching strategy to guide research & steer selection of issues will be to promote sustained, inclusive and sustainable economic growth through areas such as productive employment, pro-poor growth, urbanization and economic structures especially those related to agriculture and industry and its linkages with income generation and poverty reduction. Intra-agency collaboration will also influence the selection of areas of research to support other teams in framing their project interventions.

### **2. Communities of Practice and Knowledge Networks:**

Communities of practice serve as a platform for connecting community stakeholders, experts and government representatives in the spirit of learning, knowledge sharing and generating new ideas to improve practices. Such networks are critical in identifying challenges at grass-root level and the solutions required to address them. Through experts' engagement, concrete recommendations are developed for advancing to the government. Policy Support Programme developed three communities of practice on; 1) sustainable urbanization, 2) inclusive and sustainable development, and 3) expert panel on inequalities.

As these communities of practice will continue their work beyond 2017, additional networks with national and international alliances will also be developed to share knowledge, best practices and lessons learned from other developing countries.

### **3. Bringing key issues to the fore front of policy discourse through cross-practice support in key thematic areas**

Through a quarterly publication called 'Development Advocate Pakistan', the Policy Support Programme is able to generate debate on key development issues that are selected through intra-agency collaboration. Political representatives, government officials, social activists and experts from academia are engaged for the publication. Their views provide different perspectives and insights to the issue at hand. The publication has reflected on numerous thematic areas ranging from FATA mainstreaming, financing for development, water, environment and climate change and inequality.

DAP has widespread circulation and its issues have been covered extensively by print and electronic media. Given its strategic importance in generating debate and educating masses on key development challenges, its publication will continue beyond 2017. The project aims to use DAP as a tool to continue facilitating UNDP project teams in advocating for their thematically focused interventions and increasing awareness. Other areas of potential collaboration and cross-practice support through policy oriented research will continue to be a leading pillar of PSP.

### **Conclusion**

Collectively the strategy aims to use PSP as a research oriented project with the overarching objective of promoting inclusive and sustainable economic growth through policy dialogue and reform guided by evidence based research and engagement of multiple stakeholders. It will serve as a platform for cross-practice support in key thematic areas to strengthen UNDP's policy advisory and development consultancy positioning.

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## **RESULTS AND PARTNERSHIPS (1.5 - 5 PAGES RECOMMENDED)**

### ***Expected Results***

The initiative has 3 core outputs supporting establishment of a research oriented policy advisory support to the Government of Pakistan. All three outputs are interlinked and mutually reinforcing.

Output -1 Improved evidence, research and analysis and policy dialogues on issues of inclusive & sustainable growth and human development

To provide evidence, research and analysis on key development issues, the project will support developing a National Human Development Report including regularly updating data on human development and quarterly publication of Development Advocate Pakistan. The NHDR will be based on a pertinent human development issue facing the country, to bring the agenda within the domain of public discourse, increase awareness, generate debate, engage stakeholders to brainstorm solutions and use data to provide policy makers with timely and implementable solutions. The theme of the NHDR will be guided by the overarching objective of promoting inclusive and sustainable economic development. Quarterly issues of 'Development Advocate Pakistan' will be launched on thematic areas decided in consultation with other teams within UNDP to facilitate their project interventions. Post launch advocacy campaigns will be undertaken to increase circulation, spread awareness and foster dialogue on the selected thematic area. To facilitate cross collaboration of multiple stakeholders to share knowledge and develop solutions, the existing Communities of Practice will continue working actively under PSP. The CoP will focus on undertaking research, developing policy recommendations and action plan for addressing bottlenecks in their respective thematic area. New knowledge networks and learning alliances will also be established with national and international think tanks to explore new areas of research with relevance to Pakistan's development context.

## **Output 2: Demand based technical support provided to program units of UNDP for improved targeting, impact assessment, program design and related areas**

To provide cross-practice support, new areas of research will be explored that can facilitate internal teams of UNDP in their project planning and implementation and engagement with government counterparts. The research findings will be a guiding tool for identifying gaps and solutions and accordingly, directing project based interventions.

## **Output 3: Innovation promoted for addressing high priority development issues**

As part of the broader policy agenda, innovation helps to drive economic growth and address socio-economic challenges. In this context, to explore the role of innovation to achieve development objectives, substantial research efforts are needed. The output will explore opportunities as to how innovation could be mainstreamed in policy making, undertake research on what innovative practices could be adopted to address some of the critical development challenges and pilot initiatives, where innovation can be used as a tool to address these.

### **Resources Required to Achieve the Expected Results**

#### **Partnerships**

The implementation of project hinges significantly on engagement with ministries, governmental line departments, parliamentarians, UN agencies, CSOs and the private sector. As the success of main deliverables depend on generating sufficient awareness & advocacy and influencing policy reform, all relevant entities must be engaged. They will assist in not only identifying the key areas of research but also owning and advocating for the findings to bring change.

#### **Risks and Assumptions**

The major risks for the implementation of this project include:

- Limited appetite within government and development sector for research driven and evidence based public policy
- Lack of technical capacities and financial resources for activities related to policy research.

#### **Stakeholder Engagement**

At the federal level, the Ministry of Planning, Development and Reform and the Planning & Development Departments at the provincial level will be the lead partners. However, given the project outputs, other Ministries and line departments will also be engaged. Listed below is the complete list of key stakeholders for the project:

<b>Stakeholder</b>	<b>Role</b>
Ministry of Planning, Development & Reform & other line Ministries	<ul style="list-style-type: none"><li>• Engaging in consultations for research</li><li>• Becoming member of advisory councils / community of practice, where relevant</li><li>• Advocating for research findings and institutionalizing these</li><li>• Facilitate pilot testing of new tools and adopt successful initiatives</li></ul>
Planning & Development Department and other line departments – Punjab, Sindh, KP, Balochistan, AJK, GB and FATA	<ul style="list-style-type: none"><li>• Engaging in consultations for research</li><li>• Becoming member of advisory councils / community of practice, where relevant</li><li>• Advocating for research findings and institutionalizing these</li><li>• Facilitate pilot testing of new tools and adopt successful initiatives</li></ul>
Pakistan Bureau of Statistics	<ul style="list-style-type: none"><li>• Providing required data from publications and surveys</li></ul>



	<ul style="list-style-type: none"> <li>• Facilitating collection of new data for research</li> </ul>
Parliamentarians	<ul style="list-style-type: none"> <li>• Play a key role in generating ownership for new research findings and increase awareness</li> <li>• Engagement on community of practice / advisory council</li> </ul>
Think Tanks	<ul style="list-style-type: none"> <li>• Partners for collaborative research</li> <li>• Undertaking data collection, compilation and analysis</li> <li>• Engagement on community of practice / advisory council</li> </ul>
Civil society organization	<ul style="list-style-type: none"> <li>• Mobilizing community based and human rights groups</li> <li>• Engagement on community of practice</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Campaigning for Development Advocate Pakistan to increase circulation</li> <li>• Wide spread coverage of NHDR and other report launch</li> </ul>

Pakistan has made significant economic progress over the past few years. The GDP growth rate has been continuously increasing - at 5.3 percent in FY 2016-17 it is the highest over the past decade.<sup>9</sup> The overall size of the economy has increased above US \$300 billion, with agriculture, industry and services all contributing to the economic growth. However, the economic progress has not translated completely into improvement in social development. While, consumption-based poverty has dropped from 57.9% to 29.5% between 1998/99 and 2013/2014; and multidimensional poverty, reduced from 55.2% to 38.8% between 2004/05 to 2014/15, inequality remains a daunting challenge in Pakistan. In 1987/88 the Gini co-efficient which measures inequality was 0.35 and by 2013/14 it had risen to 0.41. Pakistan's richest 20% now consume seven times more than the poorest 20%. Similarly, on the Human Development Index, Pakistan has a ranking of 147 out of 180 countries with an index value of 0.550 demonstrating the need for significant improvements in education, health, climate change and water & sanitation with a particular focus on mainstreaming gender and needs of marginalized groups and regions in all these areas.

To address this vast scope of challenges with limited resources, platforms for consultative debate and evidence-based research and analysis is essential to guide development processes. To this end, UNDP has established a Policy Support Programme with the aim to ensure that policy and planning in Pakistan is informed, responsive, inclusive, and directed towards sustainable development. The Programme conduct thorough policy research and provide evidence-based advice to policymakers, help stakeholders engage in dialogue and exchange potential solutions for key development challenges, including the post-2015 Sustainable Development Goals. The programme aim to influence public policy in addressing poverty, inequality and other constraints to human development in Pakistan.

UNDP supports Government of Pakistan in policy reforms and informed decision making by promoting debate between various stakeholders and providing evidence-based research on several emerging issues of development including poverty, inequality, investment in youth bulge, governance and human development, amongst others. Two main tools are used in this regard are; 1) a quarterly publication called Development Advocate Pakistan and 2) the National Human Development Report. Over the course of many years, these tools have been instrumental in generating debate, creating and sharing knowledge, influencing policy discourse and encouraging positive reforms. UNDP, through this programme provides cross unit support to other UNDP units in undertaking policy-oriented research and support Country Office in identifying new avenues for intervention and diversifying portfolio of projects. Lately, the programme is exploring interventions in urbanization, water conservation and deriving economic and social benefits from China Pakistan Economic Corridor.

### ***Project Management***

The project will be operationalized from UNDP Pakistan CO in Islamabad as part of the programme portfolio of Development Policy Unit. Operations support will be provided by the shared resource of Policy Analyst and Policy/Programme Associate, of the Development Policy Unit under the supervision of Assistant Country Director. The project will have an inhouse capacity of editor/content analyst, graphic designer, statistician and research analysts.

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<sup>9</sup> Economic Survey of Pakistan 2016-17

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### III. RESULTS FRAMEWORK<sup>10</sup>

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<sup>10</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:											
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:											
Applicable Output(s) from the UNDP Strategic Plan:											
Project title and Atlas Project Number: Policy Support Programme / 00087069											
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS	
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5		FINAL
Output 1: Improved evidence, research and analysis and policy dialogues on issues of inclusive & sustainable growth and human development	Indicator 1.1 Extent to which evidence based research and analysis inform public policies / UNDP programming in Pakistan  Scale: 1) Not adequately; 2=Very partially; 3=Partially; 4=Largely; 5=Fully Baseline: 3=Partially Description: Target: 5=Fully Description: Regular circulation of DAP (4 yearly issues) and meetings of Communities of Practice driving policy dialogue, research and reform	Feedback surveys filled by readers of DAP  Circulation of DAP  Output of COPs delivering policy recommendations to the Government	3	2017	4	4	5	5	5	5	Surveys, no. of copies circulated, reports/ policy recommendations, number of COP meetings

<sup>11</sup> It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

	<p>Indicator 1.2: Extent to which national and sub-national policies / programmes are informed and benefited by UNDP's led analysis and recommendations through NHDR</p> <p>Scale: 1) Not adequately; 2=Very partially; 3=Partially; 4=Largely; 5=Fully</p> <p>Baseline: 3=Partially</p> <p>Description: Extensive advocacy around the existing NHDR</p> <p>Target: 5=Fully</p> <p>Description: New NHDR initiated on a different thematic area</p>	<p>1. Regularly updating data on HDI and other development indices and KPIs.</p> <p>2. Policy briefs, media coverage , advocacy campaigns and events held around the thematic area of next NHDR</p>	3	2017	3	4	4	5	5	NHDR report, news coverage, inclusion in government's policies and strategies
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<p><b>Output 2:</b>  <b>Demand based technical support provided to program units of UNDP improved targeting, impact assessment, program design and related areas</b></p>	<p>Indicator 2.1: Extent to which cross-unit support provided under the project is effective in delivering coordinated results</p> <p>Scale: 1) Not adequately; 2=Very partially; 3=Partially; 4=Largely; 5=Fully</p> <p>Baseline: 2=very partially</p> <p>Target: 5=Fully</p>	<p>No. of DAP issues published in coordination with other units.</p> <p>Joint research studies/reports designed and initiated</p>	<p>2</p>	<p>2017</p>	<p>2</p>	<p>3</p>	<p>4</p>	<p>5</p>	<p>5</p>	
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<p><b>Output 3: Innovation promoted for addressing high priority development issues</b></p>	<p>Indicator 3.1: Extent to which innovative practices are adopted in addressing development challenges</p> <p>Scale: 1) Not adequately; 2=Very partially; 3=Partially; 4=Largely; 5=Fully</p> <p>Baseline: 1=Not adequately</p> <p>Target: 4= Largely</p>	<p>No. of research undertaken to explore the role of innovation in addressing development issues.</p> <p>No. of pilot initiatives undertaken that used innovation to address development challenge.</p>	1	2017	2	2	3	3	4	
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#### IV. MONITORING AND EVALUATION

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

##### Monitoring Plan

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



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

**Evaluation Plan<sup>12</sup>**

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

<sup>12</sup> Optional, if needed

**V. MULTI-YEAR WORK PLAN <sup>13</sup><sup>14</sup> (INPUTS FROM INTEGRATED WORK PLAN MATRIX)**

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

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4	Y5		Funding Source	Amount
Output 1: Improved evidence, research and analysis and policy dialogues on issues of inclusive & sustainable growth and human development	1.1 Activity Preparation, printing and launch/dissemination of UNDP quarterly magazine, Development Advocate Pakistan	30,000	30,000	30,000	30,000	30,000	UNDP	UNDP/ Third Party	150,000
	1.2 Activity								

<sup>13</sup> Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

<sup>14</sup> Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

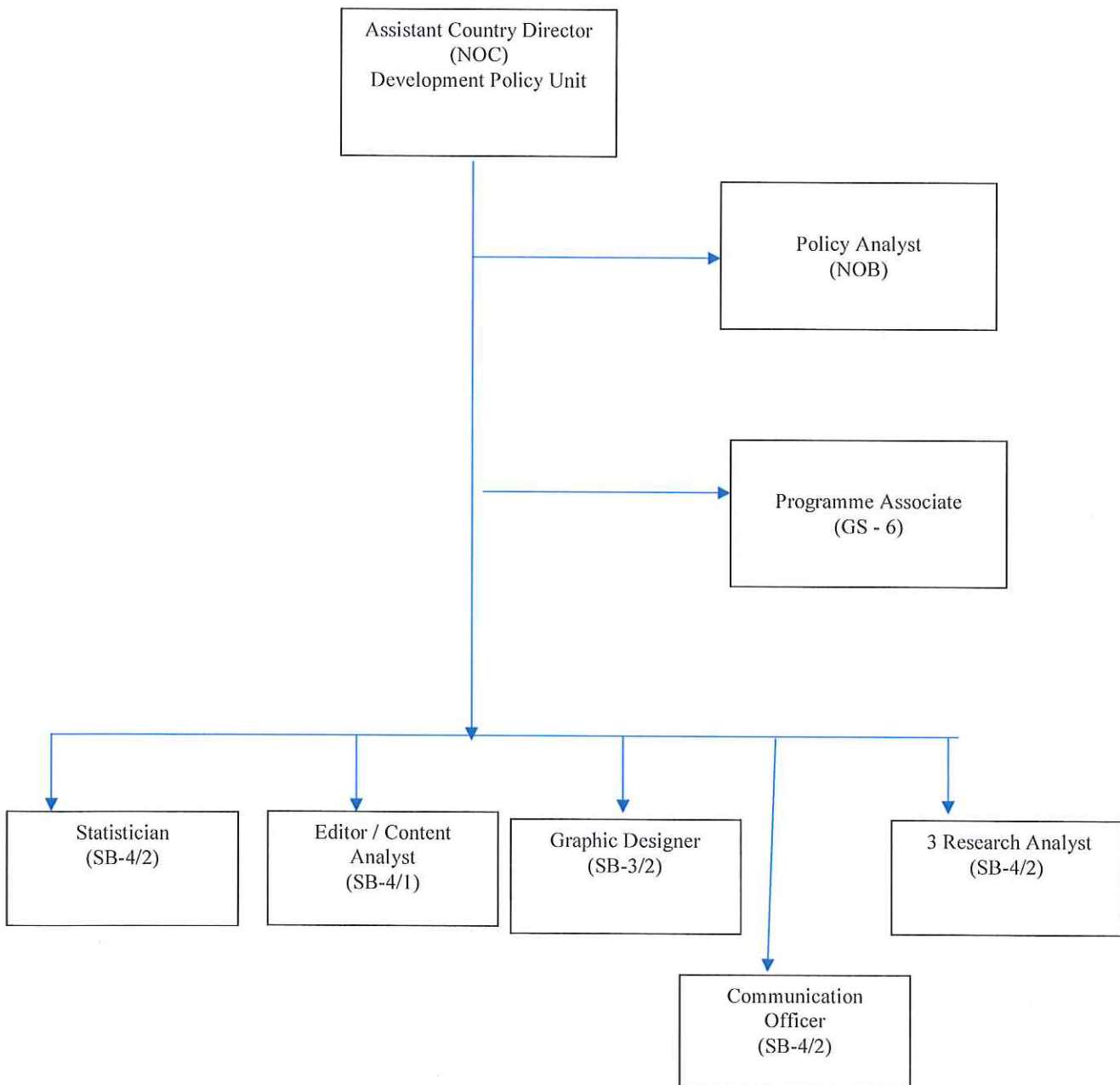
	Establish and organize meetings of COPs/Platforms on Sustainable Urbanization; 2) Inclusive and Sustainable Development; and 3) Human Development for proactive knowledge-generation, and undertaking research and analysis on selected sub-themes and launching reports/analysis produced to inform public policy.	55,000	55,000	55,000	55,000	55,000	55,000	55,000	UNDP	UNDP/ Third Party	275,000
	1.3 Activity Research and preparation of National Human Development Report to generate debate and informing policy intervention.	25,000	25,000	25,000	25,000	25,000	25,000	25,000	UNDP	UNDP/ Third Party	125,000
	MONITORING	5,000	5,000	5,000	5,000	5,000	5,000	5,000	UNDP	UNDP/ Third Party	25,000
	<b>Sub-Total for Output 1</b>										
<b>Output 2:</b> Demand based technical support provided to program units of UNDP for improved targeting, impact assessment,	2.1 Activity Research studies undertaken to provide support to UNDP units and other stakeholders on cross cutting thematic areas	40,000	40,000	40,000	40,000	40,000	40,000	40,000	UNDP	UNDP/ Third Party	200,000

program design and related areas	MONITORING	5,000	5,000	5,000	5,000	5,000	5,000	5,000	UNDP	UNDP/ Third Party	25,000
	<b>Sub-Total for Output 2</b>										<b>225,000</b>
	3.1 Activity										
	Undertaking research and developing concept notes on new innovative tools that can impact development issues and implementing innovative ideas in partnership with data scientists, researchers and entrepreneurs	10,000	10,000	10,000	10,000	10,000	10,000	10,000	UNDP	UNDP/ Third Party	50,000
	MONITORING	5,000	5,000	5,000	5,000	5,000	5,000	5,000	UNDP	UNDP/ Third Party	25,000
	<b>Sub-Total for Output 3</b>										<b>75,000</b>
	Personnel	200,000	200,000	200,000	200,000	200,000	200,000	200,000	UNDP	UNDP/ Third Party	1,000,000
	Rent etc	100,000	100,000	100,000	100,000	100,000	100,000	100,000	UNDP	UNDP/ Third Party	500,000
	<b>Sub-Total</b>										<b>1,500,000</b>
	<b>Project Management</b>	EVALUATION							UNDP	UNDP/ Third Party	-

	General Management Support	25,000	25,000	25,000	25,000	25,000	25,000	UNDP/ Third Party	125,000
<b>TOTAL</b>	<b>2,500,000</b>								

## VI. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

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



**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.

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## VII. LEGAL CONTEXT AND RISK MANAGEMENT

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

### 1. Legal Context:

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

### 2. Implementing Partner:

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

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

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## VIII. ANNEXES

### 1. Project Quality Assurance Report

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

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

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

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



## OFFLINE RISK LOG

**Project Title: Policy Support Programme**

**Award ID: 00074907**

**Date:**

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Change of government or political crisis that may divert government's attention or lead to changes in government focal persons causing delays in obtaining government's commitment.	No specified date	Political	P = 4 I = 3 Elections in 2018 may cause disruptions for certain period of time and delay implementation of activities	Strengthening partnerships with new government focal persons as soon as they are on board	Policy Analyst	Policy Analyst, Nov 2017	Nov 2017	No change
2	Any natural disaster that may divert Government's focus and change priorities	No specified date	Environmental	Frequency of climate related natural disasters has increased in Pakistan over the last few years P = 3 I = 3	Revising project work plan to accommodate few policy interventions related to crisis management	Policy Analyst	Policy Analyst, Nov 2017	Nov 2017	No change
3	Government's withdrawal from UNDP produced publication and statistics	No specific date	Political Strategic	Due to some contentious statistics or other reasons, Government may refuse to endorse UNDP's publications and research work in which case activities are delayed and positive impact of evidence based research is reduced. P = 3 I = 4	Close coordination and consultation with the GoP at every stage	Policy Analyst	Policy Analyst, Nov 2017	Nov 2017	No change
4	Timely availability of experts / key researchers	No specific date	Other: Staffing	Unavailability of subject experts in areas where technical expertise are limited may delay project activities. P=2 I = 3	Developing partnerships with international institutes and / or experts when delays are prolonged	Policy Analyst	Policy Analyst, Nov 2017	Nov 2017	No change

## TORs of project positions

### Policy Analyst

#### Position Level: NOB

Minimum Education Master's Degree in Public Administration, Economics, Political Sciences, Social Sciences or related field.

Minimum Experience: 2 Years of relevant experience at the national or international level in providing management advisory services, hands on experience in design, monitoring and evaluation of development

#### Job Description:

Under the guidance and direct supervision of the ACD – Development Policy Unit, the Policy Analyst is responsible for management of UNDP programme within the thematic area of poverty reduction, MDGs and economic and development issues in the country and the production of relevant reports aimed at promoting equitable economic growth and human development. The Policy Analyst analyzes political, social and economic trends and provides policy advice services and s/he leads formulation, management and evaluation of programme activities within the Development Policy Unit.

The Policy Analyst works in close collaboration with the operations team, programme staff in other UN Agencies, UNDP HQs staff and Government officials, technical advisors and experts, multilateral and bilateral donors and civil society ensuring successful UNDP programme implementation.

#### Summary of Key Functions:

- Ensures provision of top quality advisory services and facilitation of knowledge building and management
  - Ensures implementation of programme strategies
  - Ensures effective management of the CO programme
  - Ensures creation of strategic partnerships and implementation of the resource mobilization strategy in cooperation with the Programme team
1. Ensures provision of top quality advisory services and facilitation of knowledge building and management focusing on achievement of the following results:
    - Identification of sources of information related to policy driven issues.
    - Identification and synthesis of best practices and lessons learnt directly linked to programme country policy goals.
    - Support to the ACD in the compilation, analysis and interpretation of economic and statistical data, thorough research of the economic and development issues in the country and production of relevant reports aimed at promoting equitable economic growth and human development
    - Support to development of policies and institutions that will address the country's problems and needs in collaboration with the Government and other strategic partners.
    - Sound contributions to knowledge networks and communities of practice.
    - Supports ACD in the formulation and facilitation of UNDP inputs and CO support to national poverty reduction efforts in the context of poverty monitoring, including of the SDGs
  2. Ensures implementation of programme strategies focusing on achievement of the following results:
    - Thorough analysis and research of the political, social and economic situation in the country and preparation of substantive inputs to CCA, UNDAF, CPD, CPAP and other documents.
    - Conducts research and advocacy in relation to national poverty reduction efforts in the context of poverty monitoring, including of the SDGs
    - Identification of areas for support and interventions within the thematic/sectoral areas assigned.
    - CO business processes mapping and preparation of the content of internal Standard Operating Procedures in Results Management.

3. Ensures effective management of the CO programme within the Development Policy Unit, focusing on quality control from formulation to implementation of the country programme achieving the following results:

- Effective application of RBM tools, establishment of management targets (BSC) and monitoring achievement of results.
- Design and formulation of CO programme within the areas of National Human Development Reports.
- Formulation and facilitation of UNDP inputs and CO support to national poverty reduction efforts in the context of poverty monitoring, including of the SDGs and translating UNDP's pro poor priorities into local interventions.
- Coordination of programme implementation with the executing agencies. Introduction of performance indicators/ success criteria, cost recovery, targets and milestones.
- Initiation of a project; presentation of the project to PAC; finalization of contribution agreement; determination of required revisions; coordination of the mandatory and budget rephrasing exercises, closure of projects through review.
- Participates in recruitment processes for projects. Financial and substantive monitoring and evaluation of the projects, identification of operational and financial problems, development of solutions.
- Participation in audit of NEX projects.
- Follow up on audit recommendations. All exceptions are timely reported.
- Aggregate reports are regularly prepared on activities, outputs and outcomes. Preparation of donor reports.

4. Ensures creation of strategic partnerships and implementation of the resource mobilization strategy in cooperation with the Programme team focusing on achievement of the following results:

- Development of partnerships with the UN Agencies, IFI's, government institutions, bilateral and multilateral donors, private sector, civil society in the specific thematic areas based on strategic goals of UNDP, country needs and donors' priorities.
- Analysis and research of information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for initiation of new projects, active contribution to the overall office effort in resource mobilization.

**Programme Associate: Position Level: GS - 6**

- University Degree on Business/Public Administration or Economics
- Minimum Experience 6 years of progressively responsible programme administration experience, is required at the national or international level.

Job Description

**1. Supports formulation of programme strategies and implementation of the Country Programme Action Plan focusing on achievement of the following results:**

- Collection, analysis and presentation of background information for preparation of CCA, UNDAF, CPD, CPAP, effective application of RBM tools and establishment of management targets (BSC).
- Presentation of background information for formulation of country programme, draft project documents, work plans, budgets, proposals on implementation arrangements.

**2. Provides effective support to management of the CO programme focusing on the achievement of the following results:**

- Creation of a project in Atlas, preparation of required budget revisions, revision of project award and project status, determination of unutilized funds, operational and financial close of a project.
- Provision of guidance to the executing agencies on routine implementation of projects.
- Presentation of information for audit of NEX projects, supports implementation of audit recommendations.

**3. Provides administrative support to the Programme Unit focusing on achievement of the following results:**

- Review of NEX projects Financial Reports; preparation of Po and non-PO vouchers for development projects.
- 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.
- Making budget check for requisitions, POs and vouchers.

**4 . Supports *resource mobilization* focusing on achievement of the following results:**

- Analysis of information on donors, preparation of donor's profile.
- Track and reporting on mobilized resources. Support to Strategic Management Unit in the review of contributions agreement, managing contributions in Atlas.

**5. Ensures facilitation of knowledge building and knowledge sharing in the CO focusing on achievement of the following results:**

- Organization of trainings for the operations/ projects staff on programme.
- Synthesis of lessons learnt and best practices in programme.
- Sound contributions to knowledge networks and communities of practice

## **Research Analyst**

Position Level: SB-4/2

Minimum education: Master's Degree in Economics, Development Policy, Public Policy or any related field

Minimum experience: 02 years of relevant experience after Master Degree at the national or international level in research and policy-level analysis impacting economic and social development strategies.

### Job description

1) Provides research and analysis support on studies undertaken by the Unit on issues related to economic and human development

- Provide support in compiling background research through qualitative and quantitative research;
- Prepare policy briefs for government, UNDP officials and external stakeholders on issues related to social and economic development;
- Prepare presentations, concept notes and other documents for UN and external publications, workshops and seminars;
- Analysis of public policies and strategies to assess their impact on economic development, and poverty and inequality reduction;
- Analysis of trends and policy frameworks at the regional and global level with the objective to identify lessons and initiatives that could inform policy discourse in Pakistan;
- Monitor progress on SDG targets to inform policy interventions and project activities;
- Initiate innovative projects exploring new areas of data collection and reporting to inform policy reform and debate at national and sub-national level;

2) Support programme implementation focusing on achievement of the following results:

- Engaging external stakeholders including think tanks, government, civil society and academia for new initiatives;
- Providing support in compiling project documents, progress reports and information on donors for resource mobilization;
- Contributing to advocacy efforts on project's key initiatives and new publications;
- Organizing workshops, seminars and other events for policy dialogue and generating debate on key areas of research for Policy Support Programme;
- Undertake any additional task, as needed.

## **Graphic Designer**

Position Level: SB-3/2

Minimum Education: Secondary education, University degree in Information Technology, Graphic Designing, Social Sciences or other relevant fields in preferred but no desirable.

Minimum Experience: 6 Years (at least 6 years proven experience in designing reports and developing infographics. Candidates with additional diplomas, short courses (with certificates) in infographic designing will have an added advantage).

### Job Description

- Design development publications, UNDPs quarterly publication Development Advocate Pakistan, infographics to interpret data and information available in the report published by UNDP with the support of DPU team.
- Provide technical support with data cleaning and grouping as per the visual requirements.
- Provide technical advice on information to be displayed on the publications.
- Understand the concepts, design needs, target audience, and purpose of the publications/ infographics, propose design options to the team, provide technical support to the team in choosing the final option.
- Clearly describe the data needs for designing infographics, pay special attention to data sources.
- Produce aesthetically designed, easy to comprehend and use graph and maps for reports, publications, researches etc. as and when desired by UNDP.
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- Produce aesthetically designed, easy to comprehend and use graph and maps for reports, publications, researches etc. as and when desired by UNDP.

## **Editor / Content Analyst**

Position Level: SB-4/1

Minimum Education: Master's Degree in Mass Communication, Literature or any related field

Minimum Experience: 1 year of relevant experience

### Job Description

- Manage the development, publication and dissemination process of UNDPs quarterly publication, the Development Advocate Pakistan.
- Provide editing and proofreading for UNDP official documents which amongst others include annual reports, strategic plans, reports, brochures, publications, research reports etc.
- Edit and proofread adjust materials according to the needs of target audiences and various partners.
- Publication development through provision of recommendations for improving presentation of information and analyses.
- Creating a knowledge repository of independent analyses of development issues in debate.
- Providing technical inputs for UNDPs quarterly publication Development Advocate.
- Where needed, writing papers on development issues under the guidance of technical experts.
- To conduct research in order to supplement debate and discussion for Development Advocate Pakistan's various themes.
- To review and edit the presentation style, format (spacing, indentation, capitalization, paragraphs, and headings etc).
- To check for and correct repetition and spelling or grammar mistakes as well as to improve phrasing and language use for easier reading.
- Liaison with contributors, public and private stakeholders and intra UN counterparts as and where needed.

## Statistician

Position Level: SB-4/2

Minimum Education: Master's Degree in Statistics, Economics or a related field

Minimum Experience: 5 years of relevant experience

### Job Description

While working on different research studies and reports prepared by the UNDP Pakistan, the objectives of the Statistician are as follows:

- Lead, collect and review data with a view to incorporate in the reports
  - Contribute to the prudent, rigorous use of timely data and informative presentations
  - Calculate and updated different indices for Pakistan, for them to be included in the reports.
  - Ensure consistency between data reported and analyzed in various chapters and the overall conclusions.
- 1) *Lead the collection and review of data relevant to the theme of the research studies, with due consideration to disaggregation on gender, age and potentially vulnerable groups. Based on the most updated available official statistical data to calculate different indices.*
  - 2) *Prepare a statistical annex that will include:*
    - A methodological note on the calculation of various indices
    - A presentation of the indices disaggregated along urban/rural, gender, province/region lines
    - An analysis of their trends (whenever possible)
  - 3) *Ensure consistency among the data presented in the report by:*
    - Reviewing papers and chapters submitted by the various authors of these reports to ensure that data are updated, accurate, and appropriately presented.
    - Tabulation and graphical representations of data
    - Providing technical inputs to online tools – crowd sourcing etc
    - Reviewing the final draft of the reports, including the statistical annex, to ensure overall consistency and accuracy in the use of data.
    - To participate in the launching and other follow up events to answer media and public requests for clarification and additional information about the indices and other statistical data.