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**GOVERNMENT OF PAKISTAN
PLANNING COMMISSION**

**Reform and Innovation in Government for High
Performance (Revised)**

November, 2015

PC-I FORM

1.	Name of Project:	Reform and Innovation in Government for High Performance (Revised)
2.	Location:	Ministry of Planning, Development and Reform, Islamabad
3.	Authority Responsible for:	
	i) Sponsoring:	Ministry of Planning, Development and Reform, Islamabad
	ii) Execution:	Ministry of Planning, Development and Reform(Governance Section)/ UNDP
	iii) Operation & Maintenance:	Ministry of Planning, Development and Reform (Governance Section)/ UNDP
	iv) Concerned Federal Ministry:	Ministry of Planning, Development and Reform, Islamabad
4.	(a) Plan Provision:	Reforms for high performance and innovation in government institutions are an essential area of activity, which is in line with the objectives of the Pakistan Vision 2025.
	(b) Provision in the Current Year PSDP/ADP:	An amount of Rs. 280.00 million has been allocated in PSDP 2015-16.
5.	Project Objectives and its Relationship with the Sector objectives:	<p>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.</p> <p>It is generally acknowledged that government structures have become outdated, weak and even counterproductive in some cases.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,</p>

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.

The original project was prepared to support Ministry of Planning, Development and Reform to design and facilitate implementation of its reforms mandate. The project was approved by the CDWP in its meeting held on 26th December, 2013 at a cost of Rs. 962.40 million all as local component with the following specific objectives:

- Study/ review/ analysis of democratic governance & institutional reforms earlier undertaken in Pakistan and build on them.
- Coordinate with ministries/ divisions/ provincial governments in the process of institutional reforms to make them high performance organizations in the light of lesson learned from global best practices
- Interact with international and national institutions/ experts responsible for institutional and democratic governance reforms
- Identify institutional issues, which are hampering performance in public sector and propose solutions.

- Expansion and up gradation of management skills through appropriate institutional means, especially through development of modules based training and distance learning technology in partnership with selected institutions and modernization of institutional reporting system based on critical indicators of sound governance
- To promote modern management/results oriented and service delivery skills in government officials in collaboration with relevant institutions
- Incorporating and monitoring reform agenda of the present Government into short and medium term policies
- To create broad constituency for reform through key stakeholders/ civil society representatives consultative process in order to build consensus on reform agenda/ transformation of public sector into a modern and effective mechanism capable of delivering quality results.
- To foster innovations in public sector by introducing & managing “Innovation Fund”
- To organize stakeholders conference/workshops/dialogue and knowledge sharing on national and global level to overcome knowledge and debate gap
- Dissemination of information and debates on institutional and governance through TV programme/ social media and radio programmes

The above objectives were to be achieved through:

- Establishment of Institutional Reform Group(IRG) to carryout and implement reforms and innovations in the public sector on the pattern of Good Governance Group (G-3) which was established in the Planning Commission/ Ministry of Planning & Development in 1998. Accordingly, group has been constituted under chair of the Minister for Planning, Development & Reforms. A web-link will also be established through a Community of Practice among the area experts/ policy makers/ implementers of institutional / governance reforms.

	<ul style="list-style-type: none"> • Hiring of long and short term consultant (On need basis) in the area of institutional reforms, governance, innovation, performance management, legal experts etc. A regular junior officer of M/o PD&R will be attached with these specialists/consultants/ advisors for training purpose. • Holding of interdisciplinary consultative meetings/seminars/workshops/ international lectures to deliberate on the emerging and futuristic policies in the areas of democratic governance and institutional reforms. • Training programmes will be organized for government officials in the area of modern management/ results oriented and service delivery skills. • Undertaking research studies/ papers (on need basis) in various fields to develop understanding on issues of democratic governance and institutional reforms. These research studies/ papers were also to be published. • Officers and staff will be awarded Prime Minister Annual Excellence Award in Governance and Reform to promote performance culture. The Award will be ranging between Rs. 0.5 million to Rs. 1.00 million for officers and Rs. 0.10 million to Rs. 0.50 million for staff. • Innovation fund will be established to promote innovations in the country. Each year upto 20 innovation/ reforms projects costing ranging between Rs. 1.00 million to Rs. 10.00 million will be financed. The projects will be selected through competition. In addition, best performing and high impact innovations in governance will be given innovation award each ranging between Rs. 100,000 to Rs. 500,000/- each year. The nominations for awards will be invited from ministries/ divisions/ provincial governments and public. A National Award Committee was to be constituted in the Planning Commission under Secretary, Planning, Development & Reform including experts and academia. Institutional Reforms Group has the final authority to select/ grant project/ innovation based award.
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The above tasks were not achieved due to frequent transfer of Project Directors and procedural delays therefore, approximately an amount of Rs.10.0 million was utilized upto 30th June, 2015 under the project. In view the nature of the project and UNDP available support, a cost sharing agreement amounting to Rs. 1166 million (GoP share 40% (i.e. Rs. 466.0 million) and UNDP share 60% (i.e. Rs.700.0 million) of the total cost) was signed between Ministry of Planning, Development and Reform and UNDP in March, 2015.

As per agreement, the proposed initiative /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.

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.

6.	Description, Justification and Technical Parameters:	<p>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.</p> <p>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. To mobilize, a stakeholder consultative process is urged and specifically designed to identify, prioritize and sequence a governance reform process. From the consultative process, target areas for reform begin to emerge: where reform needs have been identified, where strong commitment to reform process has been expressed by stakeholders, where credible collaborative and consultative mechanisms can be devised to implement reforms, and where there is assured political support for the mechanism and the process.</p> <p>In the backdrop of repeated attempts to diagnose the problem without proceeding to cure the disease, there is growing impatience about implementation. More and more people seem to be saying: "no more Commissions and Committees, please focus on implementation, because the malady and perhaps the solutions are by now fairly well known. Certain common themes appear to recur in the findings of various Commissions and Committees. These may be summarized as below:-</p> <ul style="list-style-type: none"> • Corruption: Decisions at various levels of government
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are influenced by personal whims and unfair considerations, motivated by illegitimate financial transactions or political and personal favours.

- **Inefficiency:** Public institutions fail to provide the service for which they were established. Thus, law & order, justice, education, health, civic services and public utility organizations do not appear to deliver the goods for which they are paid by the exchequer or the taxpayer. In course of time, they have come to perceive themselves as rules and regulators rather than service providers who should be accountable to their clients.
- **Ineffectiveness:** State institutions are ineffective when it comes to meeting new challenges thrust upon the society by changing local and international environment new technology, new social climate and new expectations.
- **Inaccessible:** (Distant and alienated from clients) Public servants are not easily accessible to citizens. They plan and make their policies without consulting those who are affected by those policies. The system is not participatory.
- **Intractable: (Too big):** The public sector has grown out of proportion. It operates in areas, which should be best left to the private sector, even within its own legitimate areas of operation it can operate with a leaner strength.
- **Unattractive:** (Unattractive for functionaries in terms of motivation and fair incentives). The incentives and motivations offered by public service system do not attract the best people. It does not motivate them to improve personal skills or to work towards excellence.

Apparently, there are number of bottlenecks, which prevent the nation to make the necessary leap from identifying the problem to finding its solution. The two major bottlenecks are 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 would be use to encourage an atmosphere of positive debate on public policy issues among all sections of the society.

The agenda of the present government provides a realistic and sound framework for meeting the challenges faced by the government. In addition, the 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.

The key areas of this framework include socio-economic development, generating employment opportunities based on equity, fairness and justice while following the foundation of democratic principles and above all, of the rule of law and good governance. This will be done by building consensus on major national issues and bringing a real change in institutions, political culture and socio-economic conditions in the country. As per the World Bank Group report 2013 on Worldwide Governance Indicators, Pakistan Governance indicators are as under:

Indicator	Year	Governance Score -2.5 to +2.5	Percentile Rank 0-100
Voice and Accountability	2002	-1.22	14.42
	2007	-0.97	20.19
	2012	-0.87	23.70
Political Stability and Absence of Violence / Terrorism	2002	-1.70	5.77
	2007	-2.43	0.96
	2012	-2.68	0.95
Government Effectiveness	2002	-0.39	14.46
	2007	-0.46	39.32

	2012	-0.79	23.44
Regulatory Quality	2002	-0.79	21.08
	2007	-0.50	32.04
	2012	-0.73	24.88
Rule of Law	2002	-0.75	28.23
	2007	-0.88	21.05
	2012	-0.91	18.96
Control on Corruption	2002	-0.92	21.95
	2007	-0.74	24.76
	2012	-1.06	13.88

The Ministry of Planning & Development has been renamed as Planning, Development and Reform and has assigned the task of reforms. The proposed project will support to improve above governance indicators during the five years, through result based monitoring, promoting innovations, strengthening institutions, fostering markets, poverty alleviation, building capacities of public sector and initiating reforms in the areas of judicial & police system, civil service, state owned enterprises, democratic governance, local government, e-government systems and procedures, tax administration, procurement, financial management, enforcing property rights, and Public Sector. The project will also promote performance and innovation culture in the country.

7.	Capital Cost Estimates:	
	i) Capital Cost:	Original Rs.962.400 million (Annex-I) Revised: Rs.1166 million (Annex-II) UNDP will contribute Rs. 700.0 million while GoP will contribute Rs. 466.0 million.
	ii) Date of Estimation of Expenditure:	July, 2015
	iii) Basis of Determining the Capital Cost:	Prevailing market rates
	iv) Year-Wise Estimation of Physical Activities:	Attached as Annex-II
8.	Annual Operation and Maintenance Cost after completion of the Project:	Nil, however, if any will be met from the regular budget of the Ministry.
9.	Demand and Supply:	To meet the emerging challenges of 21 st Century, there is need for realigning the governance structures & processes and review of development strategies and policies for which reforms and

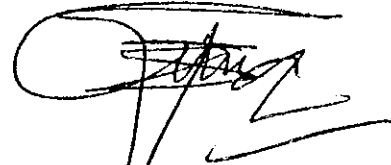
		innovations in all sectors of the economy, institutions and public and private sector organizations is required. Reforms and Innovations in a knowledge society is a continuous process.
10.	Financial Plan and Mode of Financing:	The project will be implemented by the UNDP under the overall supervision of Project Board. GoP share will be financed through PSDP and will be transferred to UNDP for implementation of project.
11.	Project Benefits and Analysis:	The project will not be generating any revenue. However, improvements in performance of the Ministries/Divisions/ public sector departments/organizations and innovations in all sectors of economy will have an overall impact on improving public service delivery, performance of public institutions and foster socio-economic development of the country.
	i) Financial:	N.A.
	ii) Social Benefits with Indicators:	The envisaged innovation and reform initiative through improvements in performance of the Ministries/Divisions and public sector departments and organizations will have an overall impact on improving public service delivery and foster socio-economic development of the country.
	iii) Employment Generation (direct and indirect):	A Project Manager, one Advisor each in the area Result Based Management and Governance and Institutional Reform, One associate each in the area of Governance and Institutional Reform, Admn & Finance and Human Resource & Procurement, and one Admn and Finance Assistant will be hired for project period. TORs of the project staff are at Annex-III . In addition, short term experts will be hired on need basis for specific assignments.
	iv) Environmental impact:	Not applicable
	v) Impact of delays on project cost and viability:	The cost of the project may rise due to inflation and cause delay in designing and implementation of strategies and action plans.
12.	a) Implementation Schedule (including starting and completion dates):	60 months (January 2014 to December, 2018)
	b) Results -Based Monitoring (RBM) indicators	At Annex-IV

<p>13.</p>	<p>Management structure and manpower requirements including specialized skills during execution and operational phases:</p>	<p>The Project will be executed by the UNDP under the supervision of Project Board and as per guidance of the IRG. The Organizational chart and TORS of the Project Board are at Annex-V& VI respectively. The UNDP rules will be followed for hiring of experts/ consultants/ staff.</p> <p>Project Management Unit (PMU): A Project Management Unit will be established in UNDP, which will be headed by the Project Manager. PMU will be responsible for managing all administrative and financial matters of the project. PMU will also act as Secretariat of the IRG. Experts and other supporting staff will be hired on contract through a competitive, transparent, and merit based open selection as per UNDP rules.</p> <p>Institutional Reform Group (IRG) will be constituted with the following Steering Committee:</p> <ol style="list-style-type: none"> i. Minister for Planning, Development and Reform Chairperson ii. One Member from National Assembly iii. One Member from Senate iv. Secretary Planning, Development and Reform, Member v. Secretary Cabinet, Member vi. Secretary Establishment, Member vii. Secretary Economic Affairs, Member viii. Secretary Finance, Member ix. Secretary Law, Justice & HR, Member x. Secretary Information Technology, Member xi. Chairman, FBR, Member xii. Chairman NCGR, Member xiii. Rector NSPP, Member xiv. Rector, NDU, Member xv. Two Members each from civil society and academia (having relevant experience), xvi. Director General, Member/ Secretary. <p>The chairperson of the IRG shall be authorized to co-opt any other Member (s). The Director General will act as Secretary/ focal person of IRG. The terms of reference for the Steering Committee are:</p> <ul style="list-style-type: none"> • Identify areas of research and policy design
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		<ul style="list-style-type: none"> • Provide strategic direction to the activities of IRG. • Review and endorse the annual work plan of the project and undertake periodic monitoring of project activities and resolve major implementation issues. • SC will meet at least once in a year to formally review the progress of the project on the basis of six month progress report of the project prepared by the Secretariat of IRG. • Provide overall guidance for IRG and ensuring that the recommendations of IRG reach appropriate level of the government and civil society. <p>A web-link will also be established through a Community of Practice among the area experts/ policy makers/ implementers of institutional reforms/ governance. The main focus of the Institutional Reform Group will be:</p> <ul style="list-style-type: none"> • 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
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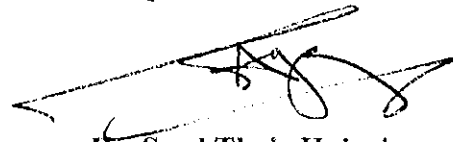
		<ul style="list-style-type: none"> • Creating responsive public sector by decentralizing service delivery functions to district level in pursuance of the constitutional mandate to pursue devolution and promoting effective local governance. • Mobilizing resources by enhancing revenues, increasing expenditure 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.
14.	<p>Certified that the Project Proposal has been prepared on the basis of guidelines provided by the Planning Commission for the Preparation of PC- I for Social Sector:</p>	<p>Certified that the project has been prepared on the guidelines provided by the Planning Commission/ Ministry of Planning, Development & Reform for preparation of social sector projects.</p>

PREPARED BY



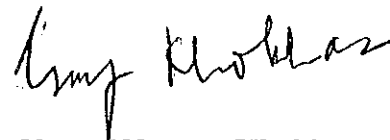
**(Javed Sikander)
Chief
Governance Section**

CHECKED BY



**Dr. Syed Thair Hajazi
Member
Governance, Innovation and Reform**

APPROVED BY



**Yousaf Naseem Khokhar
Additional Secretary(Incharge)
Ministry of Planning, Development & Reform**

Islamabad, the November, 2015

Cost Summary (Original)

Annex-I

Reform and Innovation in Government for High Performance

(Rs. Million)

S.No	Description	Unit/No.	Unit cost	Total Cost
1	Establishment Charges			158.400
	i. Project Manager	1	0.200	12.000
	ii. Reforms/ Innovation experts/ Specialists (equal to BS-20/21)	8	0.200	96.000
	iii. Account manager	1	0.055	3.30
	iii. Research Associate	8	0.055	26.400
	iv. Computer Operator	6	0.030	10.800
	v. Contingent Paid Staff	11	0.015	9.900
2	i. Innovation Fund (Project Based) Ranging between Rs. 1.0 million to Rs. 10.00 million upto 20 reforms/ Innovation projects each year for 5 years)	100	1 to 10	306.500
	ii. Innovation Awards (Innovation based) ranging between Rs. 100,000 to Rs. 500,000 five each year's upto 5 years	25	0.10 to 0.500	7.50
	Sub. Total			314.00
3	Prime Minister's Annual Excellence in Governance & Reforms Award (5 Awards per year for staff each ranging between Rs. 0.10 million to Rs. 0.50 million and 15 awards for officers each ranging between Rs.0.50 million to Rs. 1.0 million).	75		60.00
4	Cost of the Workshops/ Seminars	50	3.00	150.00
	Cost of the modern management training programme (25 One week training courses five each year, 40 officials will be trained in one course)	25	3.00	75.00
5	Cost of International Lectures/ experts	30	1.000	30.00
7	Cost for Poll on Governance Indicators	LS	LS	40.00
7	Machinery and Equipment			1.820
	i. Computers (laptop)	12	0.060	0.720
	ii. Laser printers (HP)	10	0.030	0.300
	iii. Fax machines	1	0.050	0.050
	iv. Desktop	6	0.050	0.300
	v. Multi media	1	0.250	0.250
	vi. Photo Copiers (Heavy Duty)	1	0.200	0.200
8	Logistic Support			14.15
	i. Air Travel	LS	0.030	3.000
	ii. Daily Allowance	LS	0.006	1.20
	iii. Hotel Accommodation	LS	0.015	3.000
	iv. Furniture and fixture /AC	L S	LS	0.450
	v. Rent of building	LS	LS	4.500
	vi. Entertainment		LS	2.000
9	Other Expenditures			91.000
	i. Hiring of transportation/POL	L.S	LS	12.000
	ii. Advertisement/ Media	L.S	LS	25.00
	iii. Telephone/Fax/Courier	L.S	LS	3.000
	iv. Stationery, etc	L.S	LS	3.000
	v. Report Writing/ research papers	L.S	LS	6.000
	vi. Printing/ Publication/ dissemination	L.S	LS	10.000
	vii. Additional Charge Allowance	L.S	LS	9.000
	viii. Medical Allowance/ Hiring of accommodation and other allowances	LS	LS	20.00
	ix. Maintenance of equipment/ furniture		LS	3.000
	Sub total (S.No 1-10):			934.370
10	Contingency @ of 3%			28.030
	TOTAL			962.400

Cost Summary (Revised)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	Budget (in Rs Million)					Total
			2015-16	2016-17	2017-18	2018-19		
Output 1: Performance-based management system embedded in government institutional architecture	1.1. Comprehensive performance management initiative in place to improve governance and service delivery	1.1.1. Performance contracting kick-off in selected ministries with self-tracking guidelines (Hiring of Part time expert)	0.50	1.00	0.00	0.00	1.50	
			3.00	2.00	2.00	2.00	9.00	
			2.00	20.00	10.00	10.00	42.00	
			2.00	3.00	3.00	3.00	11.00	
			2.00	200	2.00	2.00	8.00	
			2.00	10.00	10.00	10.00	32.00	
			7.00	2.00	2.00	2.00	13.00	
			4.00	1.00	1.00	1.00	7.00	
			2.00	1.00	2.00	3.00	8.00	
			0.5	2.00	2.00	2.00	6.50	
			2.00	0.50	0.50	0.50	3.50	
			0.800	0.72	0.800	0.90	3.22	
			2.00	2.00	2.00	2.00	8.00	
			1.00	0.50	1.00	1.00	3.50	

Output 2: Civil service and public administration reforms aimed at establishing distinct transparency and accountability mechanisms implemented to support and institutionalize wider service delivery reforms	1.4. Change management initiative to drive innovation and excellence in governance and service delivery	1.3.6 Developing digital government strategy and implementation plan	2.00	0.00	0.00	0.00	0.00	2.00
		1.3.7 Launch Open Government Initiative	1.00	0.00	0.00	0.00	0.00	1.00
	2.1. A learner, agile institutional structure to support high performance government	1.4.1 Launch Service Delivery and Reform Innovation Fund	2.30	20.00	30.00	30.00	30.00	82.30
		1.4.2 Kick-start Innovation Champions and P2P Network Initiative	0.50	2.50	8.00	8.00	19.00	
		1.4.3 Launch PM Innovation & Excellence Awards	0.500	0.00	0.00	0.00	0.50	
		2.1.1. Establish a high level committee to steer reforms process and create its ownership among stakeholders	1.00	2.00	2.00	2.00	7.00	
	2.1.3 Undertake comparative analysis of international experiences with regard to public sector reforms	2.1.2: Consolidate and analyse on-going and previous public sector management and other governance reforms initiatives	1.00	0.50	0.50	0.50	2.50	
		2.1.4: Prioritize policy options and develop and implement implementation mechanisms/ action plan	1.00	0.50	0.50	0.50	2.50	
		2.2.1 Complete diagnostic work and implement action plan for government recruitment calibration (Through international firm - covering issues like FPCS Review/ Recruitment Policy Focused on Multi-Sector Needs and Decentralization / Contract Recruitment)	3.00	20.00	10.00	10.00	43.00	
		2.2.2 Complete diagnostic work and implement action plan for government capacity development (Through international firm - covering issues like Review of Pre- & In-Service Training Regime (MCM/SM/CM/NC/ Service Specific Training Plans / Accreditation)	6.60	20.00	20.00	20.00	66.60	
2.2.3 Complete diagnostic work and implement action plan for government compensation reforms (Through international firm - covering issues like Salary Reforms / MP Scale Calibration / Market Anchor Tracking / Monetization / Pension Reforms / Differential Grades)	6.60	20.00	20.00	20.00	66.60			

	<p>2.2.4 Complete diagnostic work and implement action plan for optimizing public accountability regime (Through international firm - covering issues like Calibrating ACR Form / IT enabled performance appraisal system/Forced Ranking / Development Plans / Review of Efficiency & Disciplinary Regime)</p> <p>2.2.5 Complete diagnostic work and implement action plan for career progression and placements (Through international firm - covering issues like Comprehensive Promotion Policy / Internal Competitive Placements / Open Competitive Placements)</p>	6.60	20.00	20.00	20.00	66.60
<p>2.3: Innovations introduced for effective and efficient public services delivery</p>	<p>2.3.1. Develop Institutional Effectiveness Index for public service providers</p> <p>2.3.2. Develop concept and implementation mechanism to create an innovation fund aimed at prompting innovative solutions to enhance effectiveness and efficiency in public sector service delivery</p> <p>2.3.3. Operationalize innovation fund in a transparent and efficient manner</p>	2.00	0.50	0.00	0.00	2.50
<p>2.4: Sound institutional foundation for high performing civil service for citizen-centric governance</p>	<p>2.4.1. Develop HR manual to guide human resource management in public sector</p> <p>2.4.2. Develop IT enabled output-based performance appraisal system for government servants</p> <p>2.4.3. Improve training curricula, contents and delivery methods of pre- and in-service of training of government servants</p> <p>Complete diagnostic work and developing implementation plan for preparing civil service for 21st century (Through international firm - covering issues like Cadre Development Plans / Civil Service Oversight Commission / Civil Service Law / Legislative Oversight Mechanism)</p>	0.00	2.00	0.00	0.00	2.00
	<p>2.5.1. Develop online systems for effective internal and external communication and improved service delivery of selected government departments</p>	0.00	5.00	10.00	15.00	30.00
<p>2.5: E-governance enhanced by introducing technology-based solutions for improved service delivery, citizen feedback, transparency and accountability</p>	<p>2.5.2. Introduce E-office management for greater efficiency of selected government departments</p> <p>2.5.3. Enable selected government servants to effectively implement e-governance through IT related capacity building</p>	0.00	0.20	0.20	0.20	0.60
		0.00	0.50	0.50	0.50	1.50

Output 3: Measurement and monitoring of multidimensional poverty including MDGs, SDGs and social development indicators institutionalized	3.1. Joint MDGs/SDGs framework developed and agreed with provinces	3.1.1. Distill lessons learnt from MDGs framework and international models to inform design of SDGs framework	2.00	0.00	0.00	0.00	0.00	2.00
	3.2. Institutional capacities for effective monitoring and reporting of SDGs strengthened	3.1.2. Develop SDGs monitoring framework in consultation with provinces and relevant knowledge bearers	2.00	0.00	0.00	0.00	0.00	2.00
		3.2.1. Conduct study to assess the statistical issues, gaps and capacities with regard to proposed 17 SDGs	0.00	2.00	0.00	0.00	0.00	2.00
	3.3. Reliable data available on social sector indicators at federal, provincial and district level	3.2.2. Support strengthening of systems, tools and human resource capacities for monitoring and reporting of SDGs	0.00	5.00	9.00	5.00	19.00	
		3.3.1. Provide technical assistance to FBS to review and revise data protocols, HH survey tools and other processes for better alignment with SDGs and MPI reporting	2.00	0.00	0.00	0.00	2.00	
	3.4. Multidimensional poverty index informs resource allocation and public policies related to poverty reduction	3.3.2. Develop and launch MPI report	1.00	2.50	0.00	0.00	3.50	
		3.4.1. Develop SOPs and implementation plan for embedding of MPI	1.00	0.00	0.00	0.00	1.00	
	3.5. MoPDR actively participates in and contributes to MPPN	3.4.2. Provide technical assistance to MoPDR for using MPI data to influence development planning and resource allocation at national and sub national levels	0.00	0.00	4.00	4.00	8.00	
		3.5.1. Facilitate MoPDR's optimal participation in MPPN	0.00	0.50	0.50	0.50	1.50	
	Output 4: MoPDR positioned and strengthened as a model ministry working at frontier of innovation, high-performance delivery and public sector think tank	4.1. Human and institutional capacities of MoPDR built to make MoPDR a Model Ministry	4.1.1. Conduct learning needs assessment of MoPDR's human resources and develop and implement a need based learning plan	1.00	2.00	1.00	1.00	5.00
4.1.2. Organize national and international learning events/forums			1.00	0.50	0.50	0.50	2.50	
4.2. Sound institutional foundation for wider innovation in government		4.1.3. Provide necessary equipment and facilities to MoPDR for improved management and communication	0.50	2.00	0.50	0.50	3.50	
		4.1.4. Digitization of MoPDR management system	5.00	1.00	1.00	1.00	8.00	
4.3. Robust 2-way citizen communication system in place to drive trust-building, transparency and innovation		4.2.1. Organize international innovation in reform conference in Pakistan on regular basis to facilitate knowledge exchange	5.00	0.00	0.00	0.00	5.00	
		4.2.2. National Innovation Board set up and operationalized	0.50	0.50	0.50	0.50	2.00	
	4.3.1. Develop G2C Communication Centre at PC and launch innovative communication initiatives like Minister – A Footstep Away	2.00	0.50	1.00	4.00	7.50		

4.4 Knowledge creation and sharing promoted to support innovation in governance and service delivery	4.4.1. Ensure appropriate participation of MoPDR in national and international learning and knowledge sharing events/forums	0.50	3.00	4.00	3.00	10.50
	4.4.2. Establish suitable platforms for knowledge creation and sharing among federal and provincial governments on regular basis	0.40	0.50	0.50	0.50	1.90
	4.4.3. Develop linkages and partnerships of federal and provincial governments with reputable national and international research firms, academia and think tanks	2.00	4.00	5.00	4.00	15.00
	4.4.4 Establish and operationalize Research for Innovation Fund	3.50	1.00	0.50	0.50	5.50
Sub Total Programme Cost						
Operational Costs						
TOTAL		162.20	335.40	328.90	339.40	1166.00
Output5: Project Management & Operations						

Terms of Reference

1. Post Title: Project Manager**Duty Station:** Islamabad**Salary band:** SB-5/4**Duties and Responsibilities:**

Working under the overall guidance of the Project Board and Ministry of Planning, Development and Reform, and direct supervision of the UNDP Assistant Country Director, Democratic Governance Unit and day to day collaboration with the Ministry of Planning, Development and Reform, the Project Manager will undertake the following primary tasks:

1. Providing advisory and technical support in setting up requisite systems, processes and procedures for effective planning and implementation of the project 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 realization 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. Ensure the timely and efficient delivery of Project outputs and products leading to the achievement of expected results;
10. 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;
11. Present work-plans, periodic narrative progress reports and expenditures status reports to the Project Board and UNDP Country Office;
12. Manage efficiently the financial resources of the Project, including budgeting and budget revisions, as well as expenditure tracking and reporting;
13. Continuously record and maintain relevant Project activities, issues, risks, etc. in the UNDP Atlas Project Management Module (software platform);
14. Lead and coordinate the organization of meetings, workshops, conferences, trainings, study tours and related activities relevant to the implementation of the Project;
15. 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;

16. Ensure high quality information and visibility of the Project activities to the mass media and stakeholders;
17. 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.
18. Manage and supervise all aspects of project resource utilization in accordance with POPP guidelines.
19. 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.
20. 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
21. Administer funding of other donors, sponsoring project interventions, in accordance with their own standard procedures of financial management and audit.
22. 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.
23. Prepare different project proposals, project documents in response to UNDP and donors commitments
24. Coordinate with donor agencies supporting the Ministry of Planning, Development & Reforms and follow-up as required
25. Contribute in formulation of any research and policy intervention, as appropriate, based on development experience and research in governance
26. 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 minimum Master Degree in Social Sciences preferably in Economics, Public Policy, Governance, social science or management related discipline with relevant professional qualification and necessary knowledge to undertake the assignment.

He/ She must have minimum 7 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: Advisor: Results Based Management (RBM)

Duty Station: Islamabad

Salary band: SB-5/2

Duties and Responsibilities:

Under the overall supervision of Project Manager, the Senior Advisor- Results Based Management will undertake the following:

- 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.
- Propose an action plan for implementation of an effective RBM system along with the timeline and guide/support the stakeholders to implement the RBM system.
- Devise a balanced score card approach to align the ministries' activities with the Vision 2025.
- 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:

- Minimum Master's Degree (PhD preferable) in business or public administration, international development, economics, public policy, governance, social science or other related field.
- Minimum 5 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 modeling 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 favoritism
- 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 phenomena.
- 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.

3. Post Title, Advisor Governance and Institutional Reforms

Duty Station: Islamabad

Salary band: SB-5/2

Duties and Responsibilities:

Under the overall supervision of Project Manager, the Senior Advisor- Governance and Institutional 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
- Prepare an action plan to implement governance reform agenda along with timeline and guide/support the government to implement the action plan.
- Formulate indicators to assess governance and institutional performance
- Analyze and advice on policy and implementation options for reform along parameters of institutional structure, system, process, human resource and E-governance/ technology.

Qualifications and Experience:

- Minimum Masters Degree (PhD preferable) in business or public administration, international development, economics, human resource management, public policy, governance, social science or other related field.
- Minimum 5 years of increasingly responsible experience in a combination of development policy and programme, and governance reforms. Experience with international development institutions will be preferred.

4. Post Title, Research Associate (Governance & Institutional Reforms)

Duty Station: Islamabad

Salary band: SB-3/3

Duties and Responsibilities: The incumbent will be responsible to provide overall technical assistance under the direct supervision of Project Manager and guidance from Advisors. 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:

Minimum Secondary degree (Masters is preferable) in a technical discipline from a recognized university (i.e., economics, public policy, and social sciences or related field).

Minimum 6 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.

5. Post Title: Admin and Finance Associate

Duty Station: Islamabad

Salary band: SB-3/3

Duties and Responsibilities:

Under overall guidance of Project Manager, the Admin and Finance Associate 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:

- Minimum Secondary degree (Bachelors degree preferable) in Finance, Accounts or related field
- Minimum 6 years of relevant experience in providing financial management and accounting advisory services, managing staff and operational systems. Experience with international development institutions will be preferred. 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. 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.)

6. Post Title: Human Resource and Procurement Associate

Duty Station: Islamabad

Salary band: SB- 3/3

Duties and Responsibilities:

Under the guidance of the Project Manager, the Human Resource and Procurement Associate 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 and technical assistance 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 human resource and 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, consultants, technical experts, 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:

- Minimum Secondary degree (Bachelors degree preferable) or equivalent in business administration, public administration, finance, economics or related field
- A minimum of 6 year 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.

7. Post Title: Admin & Finance Assistant

Duty Station: Islamabad

Salary band: SB-3/1

Duties and Responsibilities:

Under the overall supervision of Admin and Finance Associate, 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 un posted 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 at rack 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 assigned by supervisor

Qualifications and Experience:

- Minimum Secondary Degree (Bachelors degree preferable) or equivalent in business administration, public administration, finance, accounting, economics, social science or related field
- A minimum of 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.)

Based Monitoring Indicators

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE ENTITIES	INPUTS
Output 1: Performance-based management system embedded in government institutional architecture Indicators: 1. Extent to which Performance contracting and tracking of ministries is effectively utilized 2. Target ministries have sufficient resources to deliver on performance targets 3. Percent increase in the level of satisfaction of end users in the quality and outreach of selected public sector services 4. Institutional recourse available for under service delivery 5. Extent to which the capacity development initiatives has resulted in better planning and service delivery 6. Embedding e-governance facilitating government automation and improving citizen access to services and information 7. Driving change management through embedding a culture of innovation and high-performance service delivery in government Baseline: 1. No performance-based management	1.1. Comprehensive performance management initiative in place to improve governance and service delivery	1.1.1. Performance contracting kick-off in selected ministries with self-tracking guidelines 1.1.2. Develop online dashboard and other management tools (SIGOB modules) for 3 selected ministries and develop an implementation plan 1.1.3. Launch Performance Improvement Fund, for key selected ministries at secretaries' discretion, linked with KPIs 1.1.4 Kick-off Islamabad Responsive City Campaign with implementation plan for robust and responsive police, health and municipal services 1.1.5. Launch baseline for Institutional Effectiveness Index 1.1.6 Establish Citizen Efficiency Commission	MoPDR, MoF, MoIT and other selected ministries; Establishment Division, CDA, PM Secretariat	Advisor- RBM Advisor Governance and Institutional Reform UNDP SIGOB mission National and International Consultants
		1.2. Human capacities in government developed for improved performance facilitating innovation and international knowledge exchange 1.3. Wide scale E-Governance initiatives in place to support transformation to digital	1.2.1. Initiate training at global centres of excellence and visit by top rated trainers 1.2.2. Sign G2G MoUs with other governments 1.2.3 Initiate innovation and knowledge visits for reform champions 1.3.1 Transformation of government portals 1.3.2 Launch e-governance app store for various citizen services 1.3.3 Launch Free Internet For All campaign	

<p>system exists</p> <p>2. Ministries have minimal discretionary resources to address immediate capacity needs</p> <p>3. Concept of government responsiveness to citizen demands virtually non-existent</p> <p>4. No institutional recourse available for under-service delivery</p> <p>5. Inadequate level of planning and public service delivery</p> <p>6. Minimal use of ICT for service delivery and citizen feedback</p> <p>7. Culture of innovation and high performance service delivery not present in public sector</p>	<p>government ensuring transparency, accountability, responsiveness and enhancing citizen voice</p> <p>1.4. Change management initiative to drive innovation and excellence in governance and service delivery</p>	<p>1.3.4 Automation of government appraisal system</p> <p>1.3.5 Launch of internal job placement portal for Establishment Division</p> <p>1.3.6 Developing digital government strategy and implementation plan</p> <p>1.3.7 Launch Open Government Initiative</p> <p>1.4.1 Launch Service Delivery and Reform Innovation Fund</p> <p>1.4.2 Kick-start Innovation Champions and P2P (peer to peer) Network initiative</p> <p>1.4.3 Launch PM Innovation & Excellence Awards</p>		
<p>Output 2: Civil service and public administration reforms aimed at establishing distinct transparency and accountability mechanisms implemented to support and institutionalize wider service delivery reforms</p> <p>Indicators:</p> <p>1. Extent to which a leaner, agile, tech-enabled, transparent governance system is in place</p> <p>2. Extent to which a robust and responsive recruitment calibration, capacity development and career progression/placement system is in place.</p> <p>3. Extent to which a performance-aligned human resource management system</p>	<p>2.1. A leaner, agile institutional structure to support high performance government</p> <p>2.2. Performance aligned talent management system to support superior performance and responsiveness in state institutions</p>	<p>2.1.1. Establish a high level committee to steer reforms process and create its ownership among stakeholders</p> <p>2.1.2: Consolidate and analyse on-going and previous public sector management and other governance reforms initiatives</p> <p>2.1.3 Undertake comparative analysis of international experiences with regard to public sector reforms</p> <p>2.1.4: Prioritize policy options and develop and implement implementation mechanism/ action plan</p> <p>2.2.1 Complete diagnostic work and implement action plan for government recruitment calibration <i>(Through international firm - covering issues like FPSC Review/ Recruitment Policy Focused on Multi-Sector Needs and Decentralization / Contract Recruitment)</i></p>	<p>MoPDR, selected ministries, PM Secretariat, FPSC, Establishment Division, NSPP</p>	<p>Advisor RBM and Institutional Reform</p> <p>-International firm for public sector reform</p> <p>National and international experts/ consultants</p> <p>Senior Research Associate</p>

<p>including compensation and accountability in public sector is in place</p> <p>4. Percentage increase in level of satisfaction with the specific civil service delivery areas</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1. Inefficient institutional structure without clear work distribution 2. Lack of an efficient and robust system to ensure a performance-aligned talent management system. 3. Weak downward accountability of public sector institutions 4. Weak institutional structure to support high-performance civil service 		<p>2.2.2 Complete diagnostic work and implement action plan for government capacity development (<i>Through international firm - covering issues like Review of Pre- & In-Service Training Regime (MCMC/SMC/NMC)/ Service Specific Training Plans / Accreditation)</i></p> <p>2.2.3 Complete diagnostic work and implement action plan for government compensation reforms (<i>Through international firm - covering issues like Salary Reforms / MP Scale Calibration / Market Anchor Tracking / Monetization / Pension Reforms / Differential Grades)</i></p> <p>2.2.4 Complete diagnostic work and implement action plan for optimizing public accountability regime (<i>Through international firm - covering issues like Calibrating ACR Form / IT enabled performance appraisal system/Forced Ranking / Development Plans / Review of Efficiency & Disciplinary Regime)</i></p> <p>2.2.5 Complete diagnostic work and implement action plan for career progression and placements (<i>Through international firm - covering issues like Comprehensive Promotion Policy / Internal Competitive Placements / Open Competitive Placements)</i></p>		
<p>2.3. Innovations introduced for effective and efficient public services delivery</p>	<p>2.3.1. Develop Institutional Effectiveness Index for public service providers</p> <p>2.3.2. Develop concept and implementation mechanism to create an innovation fund aimed at prompting innovative solutions to enhance effectiveness and efficiency in public sector service delivery</p>			

	<p>2.4. Sound institutional foundation for high performing civil service for citizen-centric governance</p> <p>2.5. E-governance enhanced by introducing technology-based solutions for improved service delivery, citizen feedback, transparency and accountability</p>	<p>2.3.3. Operationalize innovation fund in a transparent and efficient manner</p> <p>2.4.1. Develop HR manual to guide human resource management in public sector</p> <p>2.4.2. Develop IT enabled output-based performance appraisal system for government servants</p> <p>2.4.3. Improve training curricula, contents and delivery methods of pre- and in-service of training of government servants</p> <p>Complete diagnostic work and developing implementation plan for preparing civil service for 21st century (<i>Through international firm - covering issues like Cadre Development Plans / Civil Service Oversight Commission / Civil Service Law / Legislative Oversight Mechanism</i>)</p> <p>2.5.1. Develop online systems for effective internal and external communication and improved service delivery of selected government departments</p> <p>2.5.2. Introduce E-office management for greater efficiency of selected government departments</p> <p>2.5.3. Enable selected government servants to effectively implement e-governance through IT related capacity building</p>		
<p>Output 3: Measurement and monitoring of multidimensional poverty including MDGs, SDGs and social development indicators institutionalized</p> <p>Indicators:</p>	<p>3.1. Joint MDG/SDGs framework developed and agreed with provinces</p>	<p>3.1.1. Distill lessons learnt from MDGs framework and international models to inform design of SDGs framework</p> <p>3.1.2. Develop SDGs monitoring framework in consultation with provinces and relevant knowledge bearers</p>	<p>MOPDR, FBS</p>	<p>Conferences and workshops</p> <p>National and International Consultants/ Experts</p>

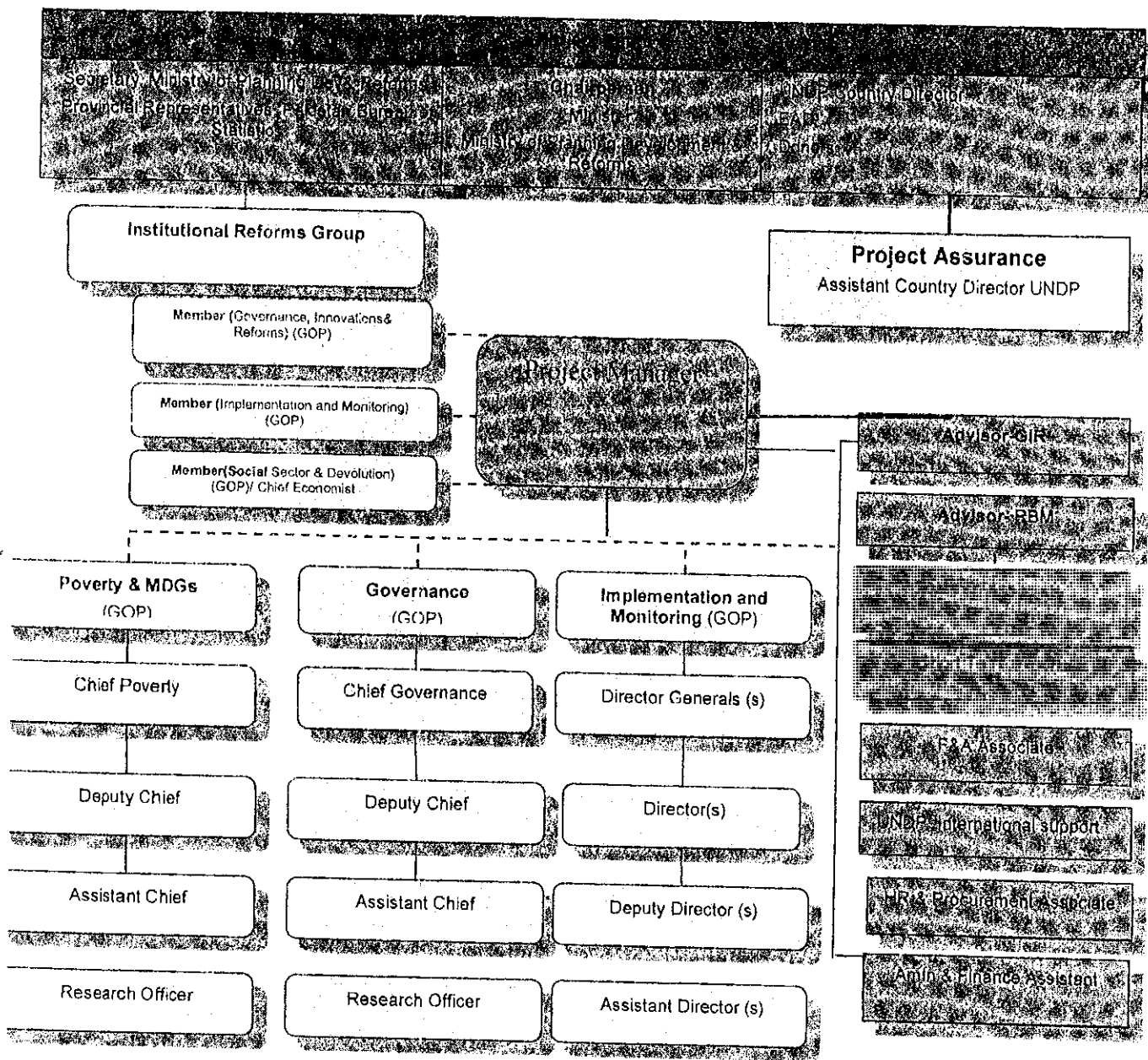
<p>1. Extent to which the Multidimensional Poverty Index (MPI) MPI methodology is effectively adopted to measure poverty</p> <p>2. Extent to which MPI is used for key development policy decisions and resource allocation</p> <p>3. Percentage increase in progress towards SDGs in selected geographical areas</p> <p>Baseline:</p> <p>1. MPI tracking mechanisms do not exist at national and sub national levels</p> <p>2. MPI is not used to track poverty and inform policy decisions</p> <p>3. Technical assistance and support was provided to national and provincial governments for MGDs progress monitoring and prioritization of post 2015 development agenda but transition to SDGs yet to take place</p>	<p>3.2. Institutional capacities for effective monitoring and reporting of SDGs strengthened</p> <p>3.3. Reliable data available on social sector indicators at federal, provincial and district level</p> <p>3.4. Multidimensional poverty index informs resource allocation and public policies related to poverty reduction</p> <p>3.5. MoPDR actively participates in and contributes to MPPN</p>	<p>3.2.1. Conduct study to assess the statistical issues, gaps and capacities with regard to proposed 17 SDGs</p> <p>3.2.2. Support strengthening of systems, tools and human resource capacities for monitoring and reporting of SDGs</p> <p>3.3.1. Provide technical assistance to FBS to review and revise data protocols, HH survey tools and other processes for better alignment with SDGs and MPI reporting</p> <p>3.3.2. Develop and launch MPI report</p> <p>3.4.1. Develop SOPs and implementation plan for embedding of MPI</p> <p>3.4.2. Provide technical assistance to MoPDR for using MPI data to influence development planning and resource allocation at national and sub national levels</p> <p>3.5.1. Facilitate MoPDR's optimal participation in MPPN</p>	<p>Partnership with national and international</p> <p>Academical/ research institutes</p> <p>Senior Research Associate</p>	<p>National/ International Consultants</p> <p>Learning events, partnership with academia and training institutes</p>
<p>Output 4: MoPDR positioned and strengthened as a model ministry working at frontier of innovation, high-performance delivery and public sector think tank</p> <p>Indicators:</p> <p>1. MoPDR strengthened and functioning as robust institution exhibiting cutting-edge performance</p>	<p>4.1. Human and institutional capacities of MoPDR built to make MoPDR a Model Ministry</p>	<p>4.1.1. Conduct learning needs assessment of MoPDR's human resources and develop a need based learning plan</p> <p>4.1.2. Organize national and international learning events/forums</p> <p>4.1.3. Provide necessary equipment and facilities to MoPDR for improved management and communication</p> <p>4.1.4. Digitization of MoPDR management system</p>	<p>MoPDR</p>	<p>National/ International Consultants</p> <p>Learning events, partnership with academia and training institutes</p>

<p>and innovation and supporting capacities to sustain such innovation</p> <ol style="list-style-type: none"> 2. MoPDR viewed as driving innovation and change in governance through two-way communication with stakeholders and citizens 3. MoPDR catalysing cutting-edge research in governance innovation and high performance service delivery 	<p>4.2 Sound institutional foundation for wider innovation in government</p> <p>4.3. Robust 2-way citizen communication system in place to drive trust-building, transparency and innovation</p>	<p>4.2.1. Organize international innovation in reform conference in Pakistan on regular basis to facilitate knowledge exchange</p> <p>4.2.2 National Innovation Board set up and operationalized</p> <p>4.3.1 Develop G2C Communication Centre at PC and launch innovative communication initiatives like Minister A Tweet Away</p>		
<p>Baseline:</p> <ol style="list-style-type: none"> 1. Insufficient human resource capacities of MoPDR and existing systems, procedures and facilities are not conducive for the new role envisaged for MoPDR 2. No institutional capacity exists in government to drive wide scale innovation 3. MoPDR viewed as a traditional government ministry merely performing its role for development budgets approval 	<p>4.4 Knowledge creation and sharing promoted to support innovation in governance and service delivery</p>	<p>4.4.1. Ensure appropriate participation of MoPDR in national and international learning and knowledge sharing events/forums</p> <p>4.4.2. Establish suitable platforms for knowledge creation and sharing among federal and provincial governments on regular basis</p> <p>4.4.3. Develop linkages and partnerships of federal and provincial governments with reputable national and international research firms, academia and think tanks</p> <p>4.4.4 Establish and operationalize Research for Innovation Fund</p>		

Detail of Project Staff

Title	Unit Cost per month (Rs. in millions)
Project Manager)(SB-5/4) (One position)	0.550
Advisor- RBM (SB-5/2) (One position)	0.480
Advisor- Governance and Institutional Reforms (SB-5/2) (One position)	0.480
Research Associate (GIR) (SB-3/3) (One position)	0.150
Admn and Finance Associate (SB-3/3)(One position)	0.150
Human Resource and Procurement Associate (SB-3/3) (one position)	0.150
Amin & Finance Assistant (SB-3/1)(one position)	0.100

Project Organogram



Composition and ToRs of the Project Board

Reforms and Innovation in Government for High Performance

Project Board (PB) has been set up for “Reforms and Innovation in Government for High Performance” to provide overall direction and strategic guidance to the project. The PB is responsible for making by consensus, management decisions for the programme and holding periodic reviews.

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 mid-year for current year progress review. Any additional meetings of the PB could be convened, if required.

The composition of the PB is as follows:

Chair:

1. Federal Minister, Ministry of Planning, Development & Reform

Co-Chair:

2. Country Director UNDP

Member:

3. Federal Secretary, Ministry of Planning, Development & Reform
4. Chief Economist, Ministry of Planning, Development & Reform
5. Member, Governance, Innovation and Reforms, Ministry of Planning, Development & Reform
6. Member, Social Sector, Ministry of Planning, Development & Reform
7. Secretary, Economic Affairs Division
8. Secretary, Finance Division
9. Secretary, Cabinet Division
10. Secretary, Establishment Division
11. Secretary, Information Technology Division
12. Chief, Governance, Ministry of Planning, Development & Reform
13. Secretary, Planning and Development Division, Punjab
14. Secretary, Planning and Development Division, Sindh
15. Secretary, Planning and Development Division, Khayber Pakhtunkhawa
16. Secretary, Planning and Development Division, Balochistan
17. UNDP Deputy Country Director/Assistant Country Director
18. Chief Statistician, Pakistan Bureau of Statistics
19. Donors