

Project Number: PAK/02/019
Project Title: National Capacity Building Project for Programme Development and Implementation, (NATCAP) Project

Start Year: May 2003
End Year: April 2005
Executing Agent: NEX
Implementing Agent: Economic Affairs Division
Revision Type: INI-Initial

Budget Financing (in US\$)			
INPUTS	REV "A"		VARIATION
UNDP			
01-UNDP-IPF / TRAC - (Trac 1.1.1 & 1.1)	342,633		
TOTAL INPUTS	342,633		
TOTAL	342,633		

Classification Information			
DCAS Sector & Subsector	Capacity Development	Primary Type of Intervention	Capacity Building
Primary Areas of Focus	Management Capacity Development	Secondary Type of Intervent	Institution Building
Secondary Areas of Focus	Programme Development	Primary Target Groups	NEX Project Staff GOP staff

Brief Description:

The project aims at building national capacity for programme development, implementation and monitoring. The coordination capacity of EAD would be strengthened to help it liaise more effectively with line ministries and other national counterparts with regard to country programme development, implementation and monitoring. It will facilitate capacity building primarily of EAD to strengthen the national counterparts and civil society to help them participate substantively in programme development and implementation. Moreover, the project would contribute to the development of systems and procedures for implementation of NEX Guidelines in Pakistan and for policy oriented results measurement.

Approved by: _____ Signature: _____ Date: 26-5-2003 Name/Title: DR. WAQAR MASOOD KHAN
Secretary
Economic Affairs Division
Government of Pakistan
Islamabad

GOP _____

UNDP: _____

Önder Yücer
Resident Representative

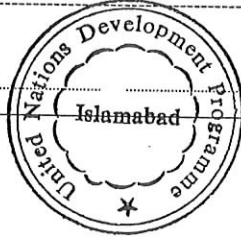


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GOVERNMENT OF PAKISTAN

**UNITED NATIONS DEVELOPMENT PROGRAMME,
ECONOMIC AFFAIRS DIVISION, GOVERNMENT OF PAKISTAN**

**PAK/02/019-
NATIONAL CAPACITY BUILDING PROJECT FOR PROGRAMME
DEVELOPMENT AND IMPLEMENTATION (NATCAP PROJECT)**

The project aims at building national capacity for programme development, implementation and monitoring/evaluation. It will facilitate capacity building primarily of EAD to enable them participate substantively in programme development and implementation. Moreover, the project would contribute towards development of systems and procedures for effective and efficient programme implementation to bring the Project Cycle Operations in full consistency with the NEX guidelines, and for policy-related results measurement. The co-ordination capacity of EAD would be strengthened to help it liaise more effectively with line ministries and provincial departments with an objective to promptly resolve inter-ministerial/inter-provincial issues in programme development, implementation and monitoring. The EAD UN Wing would be provided with IT support to facilitate its work related with UNDP assistance. The assistance for programme development would allow for responding timely to emerging issues in national developments as they relate to UN System global agenda. It will cover the cost of national level conferences on policy issues and promote inter-ministerial co-ordination for better impact of the UNDP assisted projects and for better synergy with other foreign aid programmes. Resource mobilization strategies will be developed jointly between EAD and UNDP, as non-core resources are overtaking core resources. The project is for two years starting from May 2003 and ending in April 2005. The total project budget is \$342,633 for two years.

Date: May 2003

NATIONAL CAPACITY BUILDING PROJECT FOR PROGRAMME DEVELOPMENT AND IMPLEMENTATION (NATCAP PROJECT)

Part Ia: Situation Analysis

In 2002, the UN Reform is reaching Pakistan, as the first UN Development Assistance Framework is under elaboration through a consultative process, involving UN agencies, the Government, and civil society. This implies a new scenario for UNDP programming and it places new demands on the Government coordinating agency Economic Affairs Division (EAD). EAD is well placed for this function as the coordinating agency for all foreign aid programmes, but its substantive capacity to assume the new and bigger role is inadequate.

The problem of capacity constraints of Government of Pakistan to coordinate and implement the UNDP-funded development assistance becomes pronounced in the wake of changing global policies of UNDP and increased involvement of national governments in formulating, implementing and monitoring/evaluation of the UNDP-supported development programmes and projects. Among the changing policies of UNDP are; promoting national ownership through national execution (NEX) modality, ensuring necessary transparency and accountability, introduction of Results Based Management, adopting a more business-like approach with competition for financial resources and strict accountability for resource utilization and results. Strengthening national ownership and building national capacity for development cooperation are essential elements in UNDP's approach. To cope effectively with its new role, EAD requires considerable facilitation to become an active partner with UNDP in the development business and deliver results in the areas laid down in the Country Cooperation Framework for Pakistan (1998-2003) and the forthcoming Country Programme (2004-2008).

The Government of Pakistan faces capacity constraints in the coordination of UNDP-funded development programmes and projects. The constraints are reflected in the relatively weak involvement in substantive and conceptual exchanges for programme development, implementation, monitoring and evaluation, particularly with regard to policy-related results management and measurement.

The problem of limited implementation capacity was recognized by both the GOP and the UNDP at the time of conceiving and approving the previous project PAK/97/001-Programme Implementation Support Project (PISP). Effective and accountable administration of UNDP development assistance is critical to achieving targeted results and creating an impact in the quality life of the people of Pakistan. The NEX modality has gradually been gaining strength in the country. Since the introduction of NEX modality in 1997 in Pakistan, action was taken in a phased manner aiming at the implementation of UNDP's corporate NEX guidelines. The PISP provided for training and capacity building, and for the elaboration of a local NEX manual and the associated software NEXFIM. The Project Cycle Operations Manual (PCOM) was developed

primarily based on the NEX guidelines but at the same time taking local management practices into account. Version 3.0 of PCOM was rolled out from 1 July 2001, reflecting a major step towards fully delegated authority to the NEX agency. Version 4.0 is expected to take the NEX modality in Pakistan to full decentralization of execution to the project level, allowing EAD and the UNDP country office to concentrate more on coordination, oversight, evaluation, programme development and resource mobilisation.

Support and responsiveness to NEX agencies are required to implement decentralized development programmes under the NEX modality. The National Project Directors and National Project Managers still lack certain capacity in the areas of performance and audit standards, technical and administrative concepts and skills, and require systematic orientation and training in the programme focus areas and in the performance and audit standards. Likewise, EAD needs to gain adequate understanding of NEX procedures in order to be able to support NEX agencies and to help UNDP resolve issues. Besides providing support to UNDP as its counterpart agency it is also the mandate of EAD to make assessment of requirements, programming and negotiations for external assistance which is only possible by having a clear understanding of the development programmes and projects.

The skills demands on the Government Coordinating Agency, and other national entities concerned with UNDP interventions, are changing because of both endogenous as well as exogenous factors. Endogenously, UNDP is changing its development assistance paradigm towards further increased involvement of programme country entities (government as well as civil society) not only in the implementation but also in the conception, formulation and monitoring/evaluation of programmes. Exogenously, factors such as information technology have fundamentally changed the work environment, presenting both opportunities and challenges to the Government coordinating agency. The new resource situation of UNDP, where non-core resources are overtaking core resources, makes it necessary for UNDP to rely more on joint resource mobilization with the Government coordinating agency.

Part 1b. Strategy

The NATCAP project would consolidate the achievements of the PISP and further strengthen the NEX modality of programme implementation in the country. More importantly the project will strengthen the capacity of EAD substantively in programme development, implementation and monitoring/evaluation with a view to cultivate networking and results orientation.

The strategy for the NATCAP project has three essential elements. First, strengthening EAD's co-ordination capacity in responding promptly to emerging national developments as they relate to UN System global agenda and capacity cum comparative advantage. Second, substantive capacity building of EAD and enhanced exposure of the line ministries, provincial departments and civil society to programme development,

implementation, monitoring and evaluation through workshops etc. Third, development of systems and procedures for decentralised programme implementation in consonance with corporate NEX Guidelines. In all aspects of the strategy gender aspects would be fully considered in planning activities.

Strategic programme development activities should be conceived to ensure consistency of the country programme with national developments and UN System global agenda. Based on agreed priorities, resource mobilization efforts will have to be jointly undertaken by UNDP and the Government coordinating agency. Resources should be mobilized from a wide variety of sources, foreign as well as domestic. In this connection, EAD is well positioned. There would be special emphasis on inter-ministerial and inter-provincial coordination for programme development with appropriate consideration given to priorities of the district governments. Broader ownership of the country programme would be an important factor to influence development policy and to mobilize resources for agreed priority actions. Coordination of bilateral programmes will also be subject to support from this project.

Greater responsiveness to emerging issues and situations would require stronger networking with key stakeholders, clients and partners. This will be facilitated through national seminars/workshops on critical national and global development issues through virtual conferences and dialogues. In the context of impact assessment, the project may contribute to Country Programme (CP) review missions, outcome evaluations etc. Opportunity for supporting national evaluation systems and mechanisms will be explored. The project will introduce media support for EAD in order to increase visibility of its work.

In the area of development of systems and procedures for decentralised management of the country programme, the aim is that PCOM would be brought in full consistency with the NEX Guidelines. The development of systems and procedures can take place through various feedback mechanisms. Primarily the annual NEX audit is the instrument to review project accountability. Monitoring missions to projects and organized interactions with the NPDs and NPMs can also contribute to develop and refine the PCOM. Although PCOM has already reached a fairly advanced level of NEX modality in the country, much is needed to strengthen results management. There are several implementation issues, which require continued attention of both the Government of Pakistan and UNDP to ensure smooth adaptation and application of NEX modality. Since the introduction of PCOM 3.0 in July 2001, the programme has been substantially decentralized compared with the PCOM 2.0. With increased decentralization of projects, responsibilities have also increased to ensure accountable and transparent management practices. The new NEXFIM software provides an efficient management tool for projects, if properly used. The NEX audit of 2001 has clearly identified numerous issues where performance standards need to be enforced more vigorously.

NEX support can be provided by improving the quality of personnel skills and expertise, periodically reviewing and updating the audit standards as given in the PCOM, developing better management techniques and arranging training of the personnel.

Training of the NEX personnel and the EAD staff is very important to enable them perform their duties to the requirements of NEX modality. The trainings can include both the substantive and management aspects of the programme implementation. EAD would be given primary consideration in benefiting from training programmes under this project. The training plan both for EAD and national counterparts would be approved by the Steering Committee. Efforts will be made to look for economical in-country training programmes, at times jointly with UNDP staff, or in other developing countries with development conditions similar to Pakistan.

Results orientation will be in focus throughout NATCAP project implementation. Since the project by nature is open-ended in order to provide for necessary flexibility to allow for responsiveness in a changing context, it is essential that strict work planning, combined with continuous results measurement and reporting, is ensured. Each project activity will be directly linked to agreed Country Programme priorities or justified under the UNDAF or otherwise explained as essential to future UNDP orientation.

Expected Results

It is expected that after two years project duration, the country programme would be well aligned with the national requirements and UN System global agenda. By that time there would be several instances of creating national impact in the areas of UNDP assistance. The NEX guidelines will have been established as a coherent and consistent standard for decentralised and nationally owned country programme. Moreover, there would be sufficient capacities built for improved country programme development, implementation, monitoring and evaluation. Results will be closely monitored and assessed, quarterly, with special attention to overall programme results and impact in terms of policy issues. At the conclusion of the project, results would be evaluated to plan for future course of action with respect to the project focus and possible renewal.

LINKAGE WITH UNDAF, UNDP COUNTRY PROGRAMME AND SRF

The NATCAP project will provide timely support for enabling the Government, in particular EAD, to coordinate and participate substantively in the preparation of the first UNDAF for Pakistan, scheduled for completion in March 2003. The UNDAF is expected to aim at supporting the national Poverty Reduction Strategy, and action towards achieving selected Millennium Development Goals. The NATCAP project will support the formulation and ownership of the next UNDP Country Programme (2004-2008). Country Programme monitoring will use the corporate UNDP Strategic Results Framework for benchmarking progress and impact in Pakistan in globally identified strategic areas.

Until approval of the next Country Programme, UNDP activities continue to be carried out under the Country Cooperation Framework (CCF) for Pakistan (1998-2003). The CCF's programmatic focus is on three areas: governance, gender and sustainable livelihoods. The CCF calls for (1) adoption of National Execution (NEX) as the preferred modality for executing UNDP funded programmes and projects; and (2) decentralized management of the UNDP assistance at the provincial and district levels. Choice of NEX

as the default executing modality reflects the pivotal importance that the Government and UNDP together attach to enhanced national ownership, direction and management of UNDP-funded development cooperation activities in the country. Decentralized management is an essential measure to create sustainable impact for the CCF's goal – poverty alleviation – amongst beneficiary communities of UNDP support located in rural and urban areas of the highly heterogeneous regions of the country.

The Strategic Results Framework under its Goal 'UN Support' highlights role of country level mechanisms to for substantive analysis, advocacy, planning and programming. The Management Results Framework of the Country Office highlights the quality of operational support services by ensuring cost effective management of financial resources, meaning management towards results. Through strengthening NEX implementation, the project would contribute to decentralized programme management through national entities and the quality of oversight and accountability in utilizing resources effectively and efficiently.

Part II. Results Framework

Intended Outcome: Sustained and more effective country level mechanisms for planning and programming. (Outcome under UN Support)

Outcome indicator:

- Size of the Annual Public Sector Development Programme
- No of major policy debates and dialogues and their thematic relevance to Country Programme and UNDAF

Applicable Strategic Area of Support:

Capacity Building, Training, Management Efficiency

Partnership Strategy: Capacity building of Economic Affairs Division to strengthen partnerships with key stakeholders.

Project Title and number:

National Capacity Building Project (NATCAP)-PAK/02/019

Intended Outputs

Output Targets

Indicative Activities

Inputs

1. Trained staff of EAD, Line Ministries, national counterparts and NEX projects in substantive programme areas, programme implementation, and monitoring.

100 staff trained

Activities

1.1 Organise training programmes in programme thematic areas.

1.2 Organise training programmes on NEX procedures for staff of projects, EAD and line ministries.

Training costs

Travel and DSA

Performance Indicators:

PAK/02/019-National Capacity Building Project (NATCAP)

<ul style="list-style-type: none"> No. of training programmes arranged. No. of participants. Relevance of training themes. Reflection of training in the performance of trained staff. 		<p>1.3 Organize UNDP Conference with all project officials to discuss issues of concern both the Country Office, EAD and the projects.</p> <p>1.4 Facilitate participation of EAD and UNDP CO officials in conferences, seminars or workshops related to programme thematic areas and implementation capacity.</p>	
<p>2. Development of systems and procedures to implement the country programme in a decentralised manner as per the NEX Guidelines.</p> <p>Performance Indicators</p> <ul style="list-style-type: none"> Revised versions of PCOM produced and adopted as audit and performance standard. Memo and circulars for programme implementation 	<p>New systems and procedures developed as and when required.</p>	<p>2.1 Review NEX audit reports to ascertain the quality of systems and procedures.</p> <p>2.2 Revision of PCOM/NEX procedures as and when required through consultative process.</p>	<p>Consultancy costs</p> <p>Report printing costs</p> <p>PCOM launching costs</p>

PAK/02/019-National Capacity Building Project (NATCAP)

<p>3. Enhanced coordination capacity of EAD to promote effectively ownership of the country programme among line ministries and national counterparts.</p> <p>Performance Indicators</p> <ul style="list-style-type: none"> No. of training programmes. Relevance of training programmes. Management capacity of UN Wing at EAD. No. of inter ministerial events. 	<p>Four inter-ministerial/inter-provincial national conferences/policy dialogues</p>	<p>3.1 Participate in conferences and seminars relevant to programme development and implementation.</p> <p>3.2 IT hardware and internet connectivity to EAD officials.</p> <p>3.3 Support EAD officials in monitoring missions.</p> <p>3.4 Organize national conferences/seminars on key thematic areas of the country programme.</p> <p>3.5 Arrange inter ministerial/inter provincial missions relevant to programme interventions.</p> <p>3.6 Produce advocacy material on country programme.</p> <p>3.7 Organise networking events with donors and government to explore possibilities of resource mobilisation for the country programme.</p>	<p>Training costs</p> <p>Workshops/Seminars/Conferences.</p> <p>IT hardware</p> <p>Travel</p> <p>DSA</p>
<p>4. Programme development to take into account strategic national requirements and UN System global agenda.</p>	<p>Ten concept notes</p> <p>Two new projects</p>	<p>4.1 Continuously review the strategic national priorities in consultation with stakeholders and identify areas of future programme</p>	<p>Consultancy</p> <p>Conferences/workshops</p>

PAK/02/019-National Capacity Building Project (NATCAP)

<p>Performance Indicators</p> <ul style="list-style-type: none"> • No. of concept notes. • No. of new projects • Substantive responses to strategic national requirements. 		<p>development.</p> <p>4.2 Support expert/consultancy services to formulate new projects.</p> <p>4.3 Organize high-level policy debates on issues of national significance to address poverty issues.</p> <p>4.4 Contribute to country programme reviews, outcome evaluations and Country Programme formulation process.</p>	
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Part III Management Arrangements and Reporting on Results

The project would be implemented as per NEX modality in consonance with the provisions of Project Cycle Operations Manual (PCOM) 3.0 or its revised versions. The Secretary Economic Affairs Division (EAD), Government of Pakistan would designate an official of the division as National Project Director. EAD would assign an official at the level of Section Officer to work as Project Manager. There would be an Assistant Project Manager (APM) provided under the project, assisting in following PCOM rules and procedures to receive project advance funds, maintain all mandatory books, and assist PM in preparing for workplan and progress reports. He/she would assist the NPD/PM in mandatory reporting requirements as per the PCOM rules and procedures. The project will be implemented under the NEX modality, whereby the executing agency (EAD) will handle all the accounts, audit, financial record keeping and financial reporting as per the PCOM and NEXFIM procedures and systems. A project bank account would be opened and operated as per PCOM procedures. The project office will be located in EAD.

The National Project Director, assisted by the Project Manager and Assistant Project Manager, would be responsible for preparation of annual and quarterly work plans and producing quarterly and annual progress reports. Progress reports should reflect tangible results of all project activities, while relating results to UNDAF/UNDP CP & SRF outcomes. Each project activity will be subject to planning and reporting in such a way as to ensure strategic results of direct relevance to UNDP Country Programme or its future prospects. In this manner, every trainee, study tour or conference participant will be required to provide detailed Terms of Reference beforehand and substantive report upon return. The NPD/PM/APM will ensure the availability of such plans and reports, and prepare the incorporation of results in the overall project reports.

A project Steering Committee would provide overall direction to the project. The Steering Committee would be chaired by Secretary EAD. Its membership would include Deputy Resident Representative (Programme) or DRR (O) of UNDP, Additional Secretary or Joint Secretary of EAD (NPD), Section Officer EAD (PM), ARR/PO UNDP and Unit Chief of Programme Resources and Management Unit (PRMU) of UNDP. Members may be co-opted from UN agencies, when the agenda includes issues related to UNDAF. The Assistant Project Manager would be ex-officio Secretary of the Committee. The committee would meet at least once every quarter to review quarterly work plan of coming quarter and progress report of outgoing quarter.

All other requirements would be as per the PCOM 3.0 or its subsequent version.

Part IV Legal Context

The legal context for UNDP-assisted programmes and projects in Pakistan is established by two major arrangements:

- 1) The Convention of the Privileges and Immunities of the United Nations, given effect by Act XX of 1948 of the Pakistan Constituent Assembly (Legislative) and assented to 16 June, 1948; and
- 2) The agreement between the Government of Islamic Republic of Pakistan and the United Nations Development Programme concerning assistance under the Special Fund Sector of the United Nations, signed by the parties on 25th February 1960.

The Project Document shall be the instrument (therein referred to as a Plan of Operation) envisaged in article 1, paragraph 2, of the agreement between the Government of Islamic Republic of Pakistan and United Nations Development Programme concerning assistance under the Special Fund Sector of the United Nations.

UNDP-assisted programmes and projects for Pakistan are planned and executed in accordance with the global UNDP Financial Rules and Regulations and the Project Cycle Operations Manual for Pakistan.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the Project Document have no objections to the proposed changes:

- a) Revisions in, or addition of, any of the annexes of the project document;
- b) Revisions which do not involve significant changes in the immediate objectives outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- c) Mandatory annual revisions, which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility.

NB The documents setting out the additional conditions governing UNDP assistance to the Project are incorporated in the Project Document as Annex.

ANNEX "A"

Indicative Work plan NATCAP Project

(Work plans, yearly and quarterly, with more details to be prepared upon project approval)

S.No.	Activities/Outputs	2003				2004				2005			
		Q2*	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3		
1	Training for NEX project personnel, EAD and UNDP												
2	Annual UNDP Conference with all project personnel												
3	PCOM Revision												
4	IT hardware and connectivity support for UN Wing-EAD												
5	National strategic consultancies in programme development												
6	Short-term training of EAD officials												
7	National conferences on key programme areas												
8	EAD-UNDP Retreat												

*Q stands for Quarter.

INDICATIVE TRAINING PLAN

Budget Line	Training Activity, Training Substance	Beneficiaries	No. of beneficiaries and Time period	Cost (US \$)
32.01*	In-country training in Programme Management	EAD Officials	Two officials in 2003 and 2004	4,000
	Short Training Out of Country (four/six weeks) in programme management and development	EAD officials	Six officials in 2003 and 2004	41,000
33.01	In-Service Training (in-country) in CP Thematic Areas, Results Orientation Impact assessment	EAD National Counterparts Planning Commission Provincial P&Ds	100 officials during project duration	31,000

*Subject to the approval/amendment of the project Steering Committee, Out of country courses to be identified according to the thematic areas on need basis. Participation of an Officer in an in-country programme will not exclude him/her of availing training abroad.

Part III Management Arrangements and Reporting on Results

The project would be implemented as per NEX modality in consonance with the provisions of Project Cycle Operations Manual (PCOM) 3.0 or its revised versions. The Secretary Economic Affairs Division (EAD), Government of Pakistan would designate an official of the division as National Project Director. EAD would assign an official at the level of Section Officer to work as Project Manager. There would be an Assistant Project Manager (APM) provided under the project, assisting in following PCOM rules and procedures to receive project advance funds, maintain all mandatory books, and assist PM in preparing for workplan and progress reports. He/she would assist the NPD/PM in mandatory reporting requirements as per the PCOM rules and procedures. The project will be implemented under the NEX modality, whereby the executing agency (EAD) will handle all the accounts, audit, financial record keeping and financial reporting as per the PCOM and NEXFIM procedures and systems. A project bank account would be opened and operated as per PCOM procedures. The project office will be located in EAD.

The National Project Director, assisted by the Project Manager and Assistant Project Manager, would be responsible for preparation of annual and quarterly work plans and producing quarterly and annual progress reports. Progress reports should reflect tangible results of all project activities, while relating results to UNDAF/UNDP CP & SRF outcomes. Each project activity will be subject to planning and reporting in such a way as to ensure strategic results of direct relevance to UNDP Country Programme or its future prospects. In this manner, every trainee, study tour or conference participant will be required to provide detailed Terms of Reference beforehand and substantive report upon return. The NPD/PM/APM will ensure the availability of such plans and reports, and prepare the incorporation of results in the overall project reports.

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All other requirements would be as per the PCOM 3.0 or its subsequent version.

Part IV Legal Context

The legal context for UNDP-assisted programmes and projects in Pakistan is established by two major arrangements:

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(Work plans, yearly and quarterly, with more details to be prepared upon project approval)

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1	Training for NEX project personnel, EAD and UNDP												
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5	National strategic consultancies in programme development												
6	Short-term training of EAD officials												
7	National conferences on key programme areas												
8	EAD-UNDP Retreat												

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*Subject to the approval/amendment of the project Steering Committee, Out of country courses to be identified according to the thematic areas on need basis. Participation of an Officer in an in-country programme will not exclude him/her of availing training abroad.

INDICATIVE PROCUREMENT PLAN

Budget Line	Equipment Item	Cost per Item US \$)	Quantity	Total Cost (US \$)
45.20	Computers with Accessories			
	Printers	1,000	2	12,500
	Laptop	2,500	2	2000
	Multi media projection system	7,500	1	5,000
	Fax machine	2,000	1	7500
				2000
Total				29,000

ANNEX 'B'

Project Budget Summary

PAK/02/019: National Capacity Building Project for Programme Development and Implementation (NATCAP)

Budget Line No.	Description	2003	2004	2005	Total
13.01	Assistant Project Manager	6,750	6,750	2,250	15,750
					-
15.01	Duty Travel (Prog. Monitoring)	12,000	14,000	4,000	30,000
					-
17.01	Strategic National Consultancies	9,356	12,000	4,000	25,356
					-
21.01	Mandatory Yearly Audit		2,000	2,000	4,000
					-
21.02	Software Development	2,000	10,000		12,000
					-
32.01	Training of EAD officials, UN wing	15,000	20,000	10,000	45,000
					-
33.01	In-Service Training	10,000	15,000	6,000	31,000
33.02	International Conf. (Executive Board)	13,000	17,000		30,000
					-
34.01	Conferences and Workshops	15,000	15,000	15,000	45,000
34.02	EAD-UNDP Retreat	8,000	8,000	8,000	24,000
					-
45.10	Expendable equipment, O & M	8,000	10,000	8,000	26,000
45.20	Non-expendable equipment	12,000	10,000	7,000	29,000
					-
52.01	Reporting costs	2,000	2,000	2,000	6,000
					-
53.01	Sundries	4,000	4,000	2,000	10,000
53.02	3% Implementation Support Cost	3,678	3,727	2,122	9,527
					-
Yearly Total		120,784	149,477	72,372	342,633

Total Project Budget for Two Years	342,633
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Project Start Date	May 2003
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Project End Date	April 2005
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EXPLANATORY NOTES ON BUDGET LINES

- 13.01 Assistant Project Manager:** It provides for administrative and financial management support be based at EAD to assist the NPD and PM in project funds management, book keeping, assistance in work planning and reporting etc. The position would be at SC6 level. The APM would be responsible for ensuring PCOM compliance and NEXFIM operation.
- 15.01 Duty Travel:** It would take care of in-country monitoring mission of EAD officials. The estimated cost is based on a two day trip, thrice a year at a cost of \$350 per trip for fifteen projects.
- 17.01 Strategic National Consultancies:** It would primarily provide for consultancies for programme development, programme review (CCF/CP etc) taking into account emerging national developments and UNDP corporate priorities.
- 21.01 Mandatory Yearly Audit:** Share of the project audit cost in the total audit cost of all NEX projects.
- 21.02 Software Development:** This is for NEXFIM upgrade. EAD plans to develop an MIS for UN projects. An estimated budget of \$2,000 has been provided in 2003 for the MIS.
- 32.01 Training of EAD officials:** It provides for in country and out country short training courses (four to six weeks) in the areas of UNDP programme areas. The officials are expected to utilize the training to promote country programme effectively among relevant line ministries and national counterparts to facilitate smooth implementation. The budget is for individual training programmes.
- 33.01 In-Service Training:** The budget is for group training programmes for EAD, Line Ministries, national counterparts, NEX project staff and civil society organizations in substantive programme formulation, implementation and monitoring. It would also contribute towards training in NEX systems and procedures.
- 33.02 International Conferences (Executive Board):** The budget would provide for the participation of Government officials in the UNDP Executive Board meetings. The budget would also provide for the participation of government participation in international conferences/workshops where representation of Pakistan is required.
- 34.01 Conferences and Workshops:** The budget would help organize national conferences and consultations on key programme areas to promote better coordination and interaction among key government institutions and civil society organizations, particularly on policy issues.
- 34.02 EAD-UNDP Retreat:** The estimated budget is for 20 participants with per person cost of \$400. One retreat is planned per year.
- 45.10 Expendable equipment, O&M:** It would provide for operations and maintenance of IT equipment at EAD and any other related expense which may be decided by the Project Steering Committee.
- 45.20 Non-expendable equipment:** It provides for IT hardware for the use of EAD officials (UN Wing). Provisions have been made to procure a multi media, two laptops and fax machine etc for EAD-UN Wing.
- 52.01 Reporting Costs:** To print NEX systems and procedures (PCOM), advocacy material etc. Printing of outcome evaluation and other key Country Programme documents.
- 53.01 Sundries:** Internet connectivity (it would be phased out in 2003 and 2004)
- 53.02 CO implementation support cost** is charged at 3% of total budget for all NEX projects



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Budget "A"

Page

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1
 Executing Agency: NEX - National Execution

SBLN	Description	Implementing	Funding	Total	2003	2004	2005
010.	PERSONNEL						
013.	Administrative Support	NEX					
013.01	Assistant Project Manager						
	Net Amount			15,750	6,750	6,750	2,250
	Total			15,750	6,750	6,750	2,250
013.99	Line Total			15,750	6,750	6,750	2,250
	Net Amount			15,750	6,750	6,750	2,250
	Total			15,750	6,750	6,750	2,250
015.	Monitoring and Evaluation	NEX					
015.01	Duty Travel (Programme Monitoring)						
	Net Amount			30,000	12,000	14,000	4,000
	Total			30,000	12,000	14,000	4,000
015.99	Line Total			30,000	12,000	14,000	4,000
	Net Amount			30,000	12,000	14,000	4,000
	Total			30,000	12,000	14,000	4,000
017.	National Consultants	NEX					
017.01	Strategic National Consultants						
	Net Amount			25,356	9,356	12,000	4,000
	Total			25,356	9,356	12,000	4,000
017.99	Line Total			25,356	9,356	12,000	4,000
	Net Amount			25,356	9,356	12,000	4,000
	Total			25,356	9,356	12,000	4,000
019.	PROJECT PERSONNEL TOTAL			71,106	28,106	32,750	10,250
	Net Amount			71,106	28,106	32,750	10,250
	Total			71,106	28,106	32,750	10,250
020.	CONTRACTS						
021.	Contract A						
021.01	Mandatory Yearly Audit	NEX					
	Net Amount			4,000		2,000	2,000
	Total			4,000		2,000	2,000
021.02	Software Development	NEX					
	Net Amount			12,000	2,000	10,000	
	Total			12,000	2,000	10,000	
021.99	Line Total			16,000	2,000	12,000	2,000
	Net Amount			16,000	2,000	12,000	2,000
	Total			16,000	2,000	12,000	2,000
029.	SUBCONTRACTS TOTAL			16,000	2,000	12,000	2,000
	Net Amount			16,000	2,000	12,000	2,000
	Total			16,000	2,000	12,000	2,000



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Budget "A"

Page

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1

Executing Agency: NEX - National Execution

SBLN	Description	Implementing	Funding	Total	2003	2004	2005
030.	TRAINING						
032.	Other Training						
032.01	Training of EAD Officials, UN Wing	NEX					
			Net Amount	45,000	15,000	20,000	10,000
			Total	45,000	15,000	20,000	10,000
032.99	Line Total		Net Amount	45,000	15,000	20,000	10,000
			Total	45,000	15,000	20,000	10,000
033.	In-Service Training						
033.01	In-Service Training	NEX					
			Net Amount	31,000	10,000	15,000	6,000
			Total	31,000	10,000	15,000	6,000
033.02	International Conf. (Executive Boa)	NEX					
			Net Amount	30,000	13,000	17,000	
			Total	30,000	13,000	17,000	
033.99	Line Total		Net Amount	61,000	23,000	32,000	6,000
			Total	61,000	23,000	32,000	6,000
034.	Conferences & Meetings						
034.01	Conferences and Workshops	NEX					
			Net Amount	45,000	15,000	15,000	15,000
			Total	45,000	15,000	15,000	15,000
034.02	EAD-UNDP Retreat	NEX					
			Net Amount	24,000	8,000	8,000	8,000
			Total	24,000	8,000	8,000	8,000
034.99	Line Total		Net Amount	69,000	23,000	23,000	23,000
			Total	69,000	23,000	23,000	23,000
039.	TRAINING TOTAL		Net Amount	175,000	61,000	75,000	39,000
			Total	175,000	61,000	75,000	39,000
040.	EQUIPMENT						
045.	Equipment						
045.10	Expendable Equipment, O & M	NEX					
			Net Amount	25,000	8,000	10,000	8,000
			Total	25,000	8,000	10,000	8,000
045.20	Non-Expendable Equipment	NEX					
			Net Amount	29,000	12,000	10,000	7,000
			Total	29,000	12,000	10,000	7,000
045.99	Line Total		Net Amount	55,000	20,000	20,000	15,000
			Total	55,000	20,000	20,000	15,000



United Nations Development Programme

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Budget "A"

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1
 Executing Agency: NEX - National Execution

SBLN	Description	Implementing	Funding	Total	2003	2004	2005
049.	EQUIPMENT TOTAL		Net Amount Total	55,000 55,000	20,000 20,000	20,000 20,000	15,000 15,000
050.	MISCELLANEOUS						
052.	Reporting Costs	NEX	Net Amount Total	6,000 6,000	2,000 2,000	2,000 2,000	2,000 2,000
052.99	Line Total		Net Amount Total	6,000 6,000	2,000 2,000	2,000 2,000	2,000 2,000
053.	Sundries	NEX	Net Amount Total	10,000 10,000	4,000 4,000	4,000 4,000	2,000 2,000
053.01	Sundries	NEX	Net Amount Total	9,527 9,527	3,678 3,678	3,727 3,727	2,122 2,122
053.02	3% Implementation Support Cost	NEX	Net Amount Total	19,527 19,527	7,678 7,678	7,727 7,727	4,122 4,122
053.99	Line Total		Net Amount Total	19,527 19,527	7,678 7,678	7,727 7,727	4,122 4,122
059.	MISCELLANEOUS TOTAL		Net Amount Total	25,527 25,527	9,678 9,678	9,727 9,727	6,122 6,122
099.	BUDGET TOTAL		Net Amount Total	342,633 342,633	120,784 120,784	149,477 149,477	72,372 72,372



United Nations Development Programme

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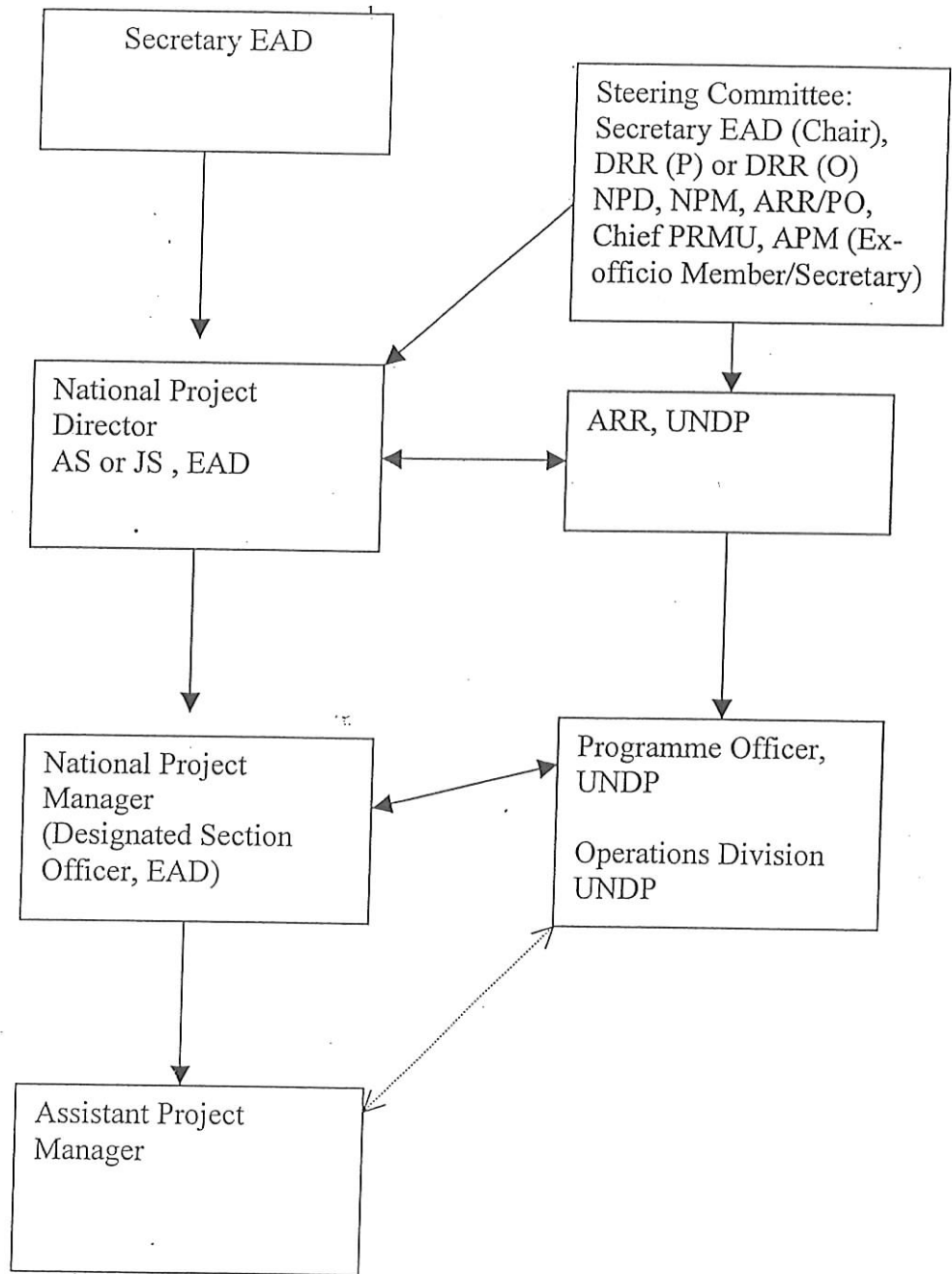
Budget "A"

Main Source of Funds: 01 - UNDP-IPF / TRAC - (Trac 1.1.1 & 1
 Executing Agency: NEX - National Execution

SBLN	Donor	Funding	Total	2003	2004	2005
999.	NET CONTRIBUTION					
	Net Contrib.		342,633	120,784	149,477	72,372
	Total		342,633	120,784	149,477	72,372

ANNEX 'C'

MANAGEMENT ARRANGEMENTS



¹Members may be co-opted from UN agencies in case the agenda includes issues relating to UNDAF.

Annex 'D'

TERMS OF REFERENCE

PROJECT MANAGER

Under the overall direction of the Project Steering Committee and reporting to the National Project Director, the Project Manager would be responsible for the following tasks.

- Manage assistance to the project administratively, financially, logistically, professionally and technically according to the standard UNDP procedures. For financial matters, the PM will act as the certifying authority whereas the NPD will be approving authority.
- Organize on time mandatory meetings for the overall project management and review as mandated in the Project Document.
- Prepare result oriented work plans for the project in close in consultation with the NPD and UNDP ARR/PO. The work plan should fully reflect project scope with credible translation of all inputs into requirements of funds. Monitor and keep up to date record of project funds liquidation. Work closely with ARR/PO on issuance of timely budget revisions to ensure timely initiation and completion of project activities.
- Produce result oriented quarterly and annual reports. Submit on time all mandatory report, both technical and financial, to UNDP and Government.
- Demonstrate strong networking with stakeholders and partners to produce project outputs in a participatory manner. Make strong efforts to build capacity of line agencies of the Government of Punjab.
- Procure equipment and ensure its full operation and maintenance. Maintain inventory record of all non-expendable items and submit inventory reports to UNDP as required by the PCOM. Fully perform recruitment related functions as mandated in the PCOM.
- Carry out any other relevant duties identified from time to time by the NPD and/or UNDP to further develop the project.

Qualifications and Experience

- Masters degree in management, social sciences or related discipline
- Four to five years relevant experience.
- Excellent computer skills, especially in electronic communication, Internet surfing, data analysis/ presentation and report writing.
- Excellent skills in written /spoken English,

Reporting:

The Project Manger will directly report to National Project Director with substantial administrative accountability to UNDP. The position is based at EAD. The NPM will be assisted by an Assistant Project Manager, employed by UNDP.

Annex 'E'

TERMS OF REFERENCE

ASSISTANT PROJECT MANAGER

Under the overall supervision of the Project Manager, the Assistant Project Manager will be responsible for the following tasks.

- Assist the Project Manager in managing the assistance to the project administratively, financially, logistically, professionally and technically according to the standard UNDP procedures.
- Assist the PM in organizing timely mandatory meetings for the overall project management and review as mandated in the Project Document.
- Assist the PM in preparing result oriented work plans for the project in close in consultation with the NPD and UNDP ARR/PO. The work plan should fully reflect project scope with credible translation of all inputs into requirements of funds. Monitor and keep up to date record of project funds liquidation. Work closely with ARR/PO on issuance of timely budget revisions to ensure timely initiation and completion of project activities.
- Assist PM in producing result oriented quarterly and annual reports. Submit on time all mandatory report, both technical and financial, to UNDP and Government.
- Assist PM in procurement of equipment and ensure its full operation and maintenance. Maintain inventory record of all non-expendable items and submit inventory reports to UNDP as required by the PCOM.
- Carry out any other relevant duties identified from time to time by the NPD and/or UNDP to further develop the project.
- Obtain full familiarity with NEXFIM software to receive project advances, incur expenditures, maintain relevant books and report on all financial matters as per the requirements of PCOM and NEXFIM.

Qualifications and Experience

The Assistant Project Manager should have the following qualification and experience.

- Masters degree in management, business administration or a related discipline.
- Two to four years relevant experience.
- Strong orientation to financial management and audit systems.
- Excellent computer skills, especially in electronic communication, Internet surfing, data analysis/ presentation and report writing.
- Excellent skills in written /spoken English,

Reporting:

The Assistant Project Manger will directly report to National Project Manager with substantial administrative accountability to UNDP. The position is based at EAD.

ANNEX "F"

TERMS OF REFERENCE

STEERING COMMITTEE

The membership of the committee is given below:

- | | |
|--|----------------------|
| • Secretary, EAD | (Chair) |
| • DRR (Programme) or DRR (Operations), UNDP | Member |
| • Additional Secretary/Joint Secretary, EAD
(National Project Director) | Member |
| • Section Officer, EAD (Project Manager) | Member |
| • Assistant Resident Representative/Programme Officer,
UNDP | Member |
| • Chief, PRMU, UNDP | Member |
| • Assistant Programme Manager | Ex-Officio/Secretary |

The Committee is responsible for the following tasks:-

- Review and approve annual work plan
- Review and approve quarterly work plan
- Review Project progress reports to set pace and direction of activities
- Identify emerging national issues and UN System global agenda
- Any other point of relevance to project direction and results

Results Framework

<p>Intended Outcome: Sustained and more effective country level mechanisms for planning and programming. (Outcome under UN Support)</p>			
<p>Outcome indicator:</p> <ul style="list-style-type: none"> • Size of the Annual Public Sector Development Programme • No of major policy debates and dialogues and their thematic relevance to Country Programme and UNDAF 			
<p>Applicable Strategic Area of Support: Capacity Building, Training, Management Efficiency</p>			
<p>Partnership Strategy: Capacity building of Economic Affairs Division to strengthen partnerships with key stakeholders.</p>			
<p>Project Title and number: National Capacity Building Project (NATCAP)-PAK/02/019</p>			
Intended Outputs	Output Targets	Indicative Activities	Inputs
<p>1. Trained staff of EAD, Line Ministries, national counterparts and NEX projects in substantive programme areas, programme implementation, and monitoring.</p> <p>Performance Indicators:</p> <ul style="list-style-type: none"> • No. of training 	<p>100 staff trained</p>	<p>Activities</p> <p>1.1 Organise training programmes in programme thematic areas.</p> <p>1.2 Organise training programmes on NEX procedures for staff of projects, EAD and line ministries.</p> <p>1.3 Organize UNDP Conference</p>	<p>Training costs</p> <p>Travel and DSA</p>

<p>programmes arranged.</p> <ul style="list-style-type: none"> • No. of participants. • Relevance of training themes. • Reflection of training in the performance of trained staff. 		<p>with all project officials to discuss issues of concern both the Country Office, EAD and the projects.</p> <p>1.4 Facilitate participation of EAD and UNDP CO officials in conferences, seminars or workshops related to programme thematic areas and implementation capacity.</p>	
<p>2. Development of systems and procedures to implement the country programme in a decentralised manner as per the NEX Guidelines.</p> <p>Performance Indicators</p> <ul style="list-style-type: none"> • Revised versions of PCOM produced and adopted as audit and performance standard. • Memo and circulars for programme implementation 	<p>New systems and procedures developed as and when required.</p>	<p>2.1 Review NEX audit reports to ascertain the quality of systems and procedures.</p> <p>2.2 Revision of PCOM/NEX procedures as and when required through consultative process.</p>	<p>Consultancy costs</p> <p>Report printing costs</p> <p>PCOM launching costs</p>
<p>3. Enhanced coordination</p>	<p>Four inter-ministerial/inter-</p>		<p>Training costs</p>

<p>capacity of EAD to promote effectively ownership of the country programme among line ministries and national counterparts.</p> <p>Performance Indicators</p> <ul style="list-style-type: none"> • No. of training programmes. • Relevance of training programmes. • Management capacity of UN Wing at EAD. • No. of inter ministerial events. 	<p>provincial national conferences/policy dialogues</p>	<p>3.1 Participate in conferences and seminars relevant to programme development and implementation.</p> <p>3.2 IT hardware and internet connectivity to EAD officials.</p> <p>3.3 Support EAD officials in monitoring missions.</p> <p>3.4 Organize national conferences/seminars on key thematic areas of the country programme.</p> <p>3.5 Arrange inter ministerial/inter provincial missions relevant to programme interventions.</p> <p>3.6 Produce advocacy material on country programme.</p> <p>3.7 Organise networking events with donors and government to explore possibilities of resource mobilisation for the country programme.</p>	<p>Workshops/Seminars/Conferences.</p> <p>IT hardware</p> <p>Travel</p> <p>DSA</p>
<p>4. Programme development to take into account strategic national requirements and UN System global agenda.</p> <p>Performance Indicators</p>	<p>Ten concept notes</p> <p>Two new projects</p>	<p>4.1 Continuously review the strategic national priorities in consultation with stakeholders and identify areas of future programme development.</p>	<p>Consultancy</p> <p>Conferences/workshops</p>

<ul style="list-style-type: none"> No. of concept notes. No. of new projects Substantive responses to strategic national requirements. 		<p>4.2 Support expert/consultancy services to formulate new projects.</p> <p>4.3 Organize high-level policy debates on issues of national significance to address poverty issues.</p> <p>4.4 Contribute to country programme reviews, outcome evaluations and Country Programme formulation process.</p>	
<p>5. Provide catalytic support to, and reinforce innovative governance initiatives of the public, private and civil society organizations:</p> <ul style="list-style-type: none"> Governing institutions including integrity, economic governance and human rights institutions Public and private sector management Decentralization and support to local governance Civil society organizations 	<p>Pilots designed and implemented.</p> <p>Research and knowledge products produced and disseminated.</p> <p>Training/ capacity building of governance related institutions in the public, private and civil society sectors.</p> <p>Policy analysis conducted and proposals developed.</p>	<p>5.1 Draft innovative and creative pilot initiatives in emerging priority areas in governance programming, including those that are related to the governance dimension of UN Reforms.</p> <p>5.2 Identify areas of survey and research on governance issues and sponsor activities related to these areas.</p> <p>5.3 Enhance the capacity of national institutions to enable them to contribute to the design and implementation of governance reforms</p>	<p>Consultancy Sub-contracting Conferences and Workshops Travel/ DSA</p>

Management and Implementation Arrangements

The project would be implemented using the UNDP National Execution (NEX) modality. Economic Affairs Division (EAD) will be the implementing partner represented by the National Project Director, who will be assisted by the National Project Manager (NPM) to be recruited under the project on the basis of enclosed Terms of Reference (Annex I). The NPM will be responsible for operational management, project work planning, budgets, financial plans and hiring process as per UNDP procedures.

Proposals considered for support under output No.5 would be implemented subject to the approval of the proposal by the PSC. A Memorandum of Understanding (MOU) will be signed between EAD, UNDP and implementing partner on the basis of approved proposal. The NPM will be responsible for reviewing and submitting the proposal for PSC approval and would also monitor the implementing of the MOU. Proposals meeting the following eligibility criteria would be a candidate for consideration under output No.5 will:

1. Synergy with the UNDAF, and the Country Program Action Plan (CPAP) 2004-08;
2. Contribution to the achievement of results under the MYFF;
3. Relevance to the objectives and strategic entry points of the 5th output;
4. Demonstration of how the pilot would be sustained by the partner organization after the conclusion of UNDP assistance;
5. Demonstrated capacity of the partner organization to implement the proposed activity and achieve the desired results;
6. Agreement by the partner organization to sign an MOU with EAD and UNDP
7. Sponsorship of workshops, seminars, study tours will be made in the context of agreed/ approved proposals and no stand alone activity will be sponsored in this regard

A project Steering Committee would provide overall direction to the project and approve project work plans as well as the proposals under the 5th output. The Steering Committee would be chaired by Secretary EAD or his nominee. Its membership would include Deputy Country Director (DCD) (Programme) of UNDP, National Project Director, ARR/PO UNDP and Unit Chief of Planning, Monitoring and Evaluation (PME) of UNDP. Members may be co-opted from UN agencies, when the agenda includes issues related to UNDAF or UN Reforms. The National Project Manager would be ex-officio Secretary of the Committee. The committee would meet once a year to review annual work plan and progress reports. Quarterly work plans will be mutually agreed between EAD and UNDP on the basis of approved annual work plan. The project office will be located in EAD.

TERMS OF REFERENCE

NATIONAL PROJECT MANAGER

Background

NATCAP aims at building the national capacity for programme development, implementation and monitoring. It facilitates the capacity building primarily of the EAD to strengthen national counterparts and civil society to help them participate substantively in programme development and implementation. The project provides an added initiative to identify and pilot creative and innovative interventions in emerging areas of governance.

Duties and Responsibilities

Under the overall direction of the Project Steering Committee (PSC) and reporting to the National Project Director (NPD), the National Project Manager (NPM) would be responsible for the following tasks.

- Manage assistance to the project administratively, financially, logistically, professionally and technically according to standard PCOM regulations;
- Identify pilot initiatives under output 5, draft relevant terms of reference and Memorandum of Understanding with project counterparts. In this regard review, screen and submit the proposals for PSC approval and also monitor the implementing of the MOU.
- Demonstrate strong networking skills with stakeholders and partners to produce project outputs in a participatory manner;
- Ensure that the project work plan is approved and implement all activities as envisaged in the project document;
- Keep track and maintain accounts of the project funds in line with the relevant guidelines of UNDP /PCOM;
- Prepare and submit regular periodic reports regarding progress of implementation to UNDP and NPD;
- Hiring and Coordinating with consultants;
- Organize PSC meetings and prepare required documentation for the PSC.

Qualifications

The candidate should possess a Master's degree in Management, Social Sciences or related discipline, with over five years of relevant project management and implementation experience.

The candidate should have strong negotiation, communication and writing skills.