



UNDP COMMUNICATION UNIT	
FILE:	
02 MAR 2009	
ACTION	INFO
<i>Gov. Govt</i>	



**NATIONAL CAPACITY BUILDING FOR PROGRAM  
DEVELOPMENT & IMPLEMENTATION  
(NATCAP) - Phase II**

**(SUBSTANTIVE REVISION)**

**2009 – 2011**



## NATCAP - Phase II

### *Context and Justification*

National Capacity Building Project (NATCAP) was approved in May 2003. It aimed at capacity building of EAD to play an effective role in the coordination and implementation of UNDP programme. It also catered for developing operational systems and procedures for implementation of UNDP programmes and capacity development of national counterparts.

Significant changes in the role envisaged for EAD in the design, coordination and implementation of UNDP CP and alignment with Paris Declaration on Aid Effectiveness warrants strong coordination, analytical and operational support to EAD.

- Under the National Implementation Management (NIM) EAD will play a key operational role in the implementation of programmes and projects. The NIM Unit to be established in EAD would facilitate operationalization of NIM.
- The design of next UNDP Country Programme and ensuring national ownership would require EAD and national partners to conduct substantive research and analysis of national development issues that would inform the next CCA, UNDAF and CP. This would require substantive analytical resources at the disposal of EAD and UNDP to undertake the required preparatory work. It would also need to establish effective monitoring and evaluation systems to ensure results based management of UNDP CP.
- In line with Paris Declaration on Aid Effectiveness, EAD is expected to play a stronger role in aid coordination and management. UNDP has been supporting EAD under the Support to Aid Coordination project. This support will now be integrated with NATCAP to avoid project proliferation and build required synergies between programme elements.

The NATCAP Annual Work Plan is accordingly being revised substantively to meet the emerging requirements of NIM, Aid Effectiveness and enhanced national ownership of UNDP Country Programme process. Besides programmatic changes the Project Management and Implementation Arrangements will also be aligned with UNDP's Results Based Management guidelines with the establishment of Project Review Board to provide programme oversight and guidance.

Key elements of substantive revision are described in the multi year Annual Work Plan and Project Management and Implementation Arrangements:

Annual Work Plan (multi year) NATCAP – phase-II

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY			PLANNED BUDGET	
		Y1	Y2	Y3	Funding Source	Amount (\$)
<p><b>Output 1: National Implementation Management Unit (NIMU) established and operational in EAD.</b></p> <p>Baseline: UNDP currently issues contracts for project personnel and also authorizes opening of project accounts.</p> <p>Indicators: NIM project personnel contracts issued by EAD and new procedures for opening project bank accounts operationalized.</p> <p>Targets: NIM unit established; Training modules for NIM and RBM developed; HR systems designed and implemented</p>	<p>1. Activity Result: <i>Procedures for NIM revised and implemented.</i></p> <ul style="list-style-type: none"> <li>Review and revise PCOM in order to align with NIM guidelines;</li> <li>Obtain approval of revised procedures from concerned government agencies;</li> <li>Operationalise NIM procedures and systems including EAD facilitation in opening project bank accounts;</li> </ul>	EAD			UNDP	254,040
	<p>2. Activity Result: <i>Capacity developed of EAD staff to manage NIM</i></p> <ul style="list-style-type: none"> <li>Capacity Assessment of EAD;</li> <li>Develop CD Plan based on CA</li> <li>Training of EAD staff in results based managements techniques;</li> </ul>	EAD				23,960
	<p>3. Activity Result: <i>NIM Monitoring, reporting and audit systems and mechanisms developed and implemented</i></p> <ul style="list-style-type: none"> <li>Design and implement systems for monitoring and reporting of NIM projects;</li> <li>Training of EAD officials in NIM and RBM;</li> <li>Facilitate and follow-up on NIM audits</li> <li>Review and feedback on QPRs and APRs</li> <li>Periodic monitoring visits</li> </ul>	EAD				27,000
	<p>4. Activity Result: <i>HR management by NIMU design and implement HR management system, process and manage HR contracts for NIM projects.</i></p>	EAD				45,000
	<p>5. Activity Result: <i>National counterparts trained in NIM and RBM</i></p> <ul style="list-style-type: none"> <li>Develop training modules;</li> <li>Conduct training events for NIM Project management and staff.</li> </ul>	EAD				45,000
						15,000
						9,000
						14,000

<p><b>Output 2: Effective Aid Management and Coordination</b></p> <p><i>Baseline:</i> DAD established at EAD but limited EAD capacity to manage and use DAD effectively. DAD requires extensive data validation and regular updates.</p> <p><i>Indicators:</i> DAD integrated with EAD decision-making and reporting systems</p> <p><i>Targets:</i> Review of DAD implementation; Draft Aid policy framework developed and disseminated</p>	<p>1. Activity Result: On-Line aid management system</p> <ul style="list-style-type: none"> <li>DAD maintained and updated;</li> <li>DAD reports generated and disseminated;</li> <li>Coordinate and follow-up with DAD focal points in donor agencies for data update;</li> <li>Training of donor focal points and EAD officials;</li> <li>Review experience of DAD implementation and management and recommend actions to enhance its relevance and sustainability. Review proposal for Support to EAD Policy Units and suggest effective implementation arrangements.</li> </ul> <p>2. Activity Result: Aid Policy developed</p> <ul style="list-style-type: none"> <li>Conduct research, analysis and documentation of current GOP aid policies and practice;</li> <li>Organize interagency, donor and relevant stakeholders consultations;</li> <li>Draft and disseminate policy framework for review and feedback.</li> </ul>	<p>EAD</p>	<p>UNDP/ Donors</p>	<ul style="list-style-type: none"> <li>Aid Analysts (36 Person months)</li> <li>Aid coordination officers (4x36 person months)</li> <li>Database Manager (36 Person months)</li> <li>Consultants/Missions (45 person days)</li> <li>Sub-contracts/ Workshops and Training, including international events (up 2 per year) for relevant EAD officials</li> <li>Printing and publications</li> </ul> <p>46,800 187,200 46,800 13,500 216,000 6,000</p>
<p><b>Output 3: Effective planning, coordination, monitoring and evaluation of UNDP CP process.</b></p> <p><i>Baseline:</i> Country Programme 2004-08 under implementation.</p> <p><i>Indicators:</i> Extension of CP to 2010 agreed; Next UNDAF,</p>	<p>1. Activity Result: CCA/UNDAF Approved.</p> <ul style="list-style-type: none"> <li>Research, analysis, background studies for the next CCA/UNDAF cycle;</li> <li>Organise national and sub-national consultations to identify and build consensus on key development issues.</li> </ul> <p>2. Activity Result: CPD/CPAP approved</p> <ul style="list-style-type: none"> <li>Organize national and sub-national consultations with concerned public, private and civil society partners;</li> </ul> <p>3. Activity Result: Periodic country programme reviews conducted</p> <ul style="list-style-type: none"> <li>Background analysis and preparatory work for annual, mid-term and final CPAP review;</li> </ul>	<p>EAD</p>	<p>UNDP</p>	<ul style="list-style-type: none"> <li>Policy Analyst (1x36 months);</li> <li>Research Officers (2x36 months)</li> <li>Consultants (90 person days)</li> <li>Sub-contracts/ Workshops and seminars</li> <li>Domestic Travel</li> <li>Printing and publications</li> </ul> <p>72,000 70,560 27,000 60,000 15,000 15,000</p>

<p>CPD/CPAP (2011 Onwards) approved</p> <p>Targets:</p> <p>X no. of country programme reviews conducted; X no. of outcome evaluations undertaken</p>	<p>4. Activity Result: CP and Outcome/project evaluations undertaken</p>		EAD			
<p><b>Output 4: Programme and Pilots related to CPAP</b></p> <p>Baseline: Limited opportunities for research thematic/development issues outside</p> <p>Indicators: Pilots designed and implemented</p> <p>Targets:</p> <p>X No. of capacity assessments conducted;</p> <p>X no. of Knowledge products generated;</p> <p>X No. of pilots launched</p>	<p>1. Activity Result: <i>Projects formulated</i></p> <ul style="list-style-type: none"> <li>Conduct thematic research and analysis to identify key issues and opportunities for pilots ;</li> <li>Consultations with concerned partners.</li> </ul> <p>2. Activity Result: <i>Capacity Assessments of implementing partners</i></p> <ul style="list-style-type: none"> <li>Design capacity assessment tools and indicators.</li> </ul> <p>3. Activity Result: <i>Knowledge products from projects and pilots developed and disseminated.</i></p> <ul style="list-style-type: none"> <li>Pilots designed and implemented.</li> <li>Document and disseminate lessons and knowledge products from pilots.</li> </ul>		EAD	UNDP	<ul style="list-style-type: none"> <li>Consultants (60 person days)</li> <li>Sub-contracts/ Workshops/Training</li> <li>Seed funding for pilots</li> <li>Domestic Travel</li> <li>Printing and Publications</li> </ul>	<p>18,000</p> <p>45,000</p> <p>300,000</p> <p>15,000</p> <p>15,000</p>
<p><b>TOTAL</b></p>			EAD/IP			<p><b>1,646,860</b></p>

**OFFLINE RISK LOG**

**Project Title:** National Capacity Building for Programme Development & Implementation (NATCAP) Phase-II      **Award ID:** \_\_\_\_\_      **Date:** \_\_\_\_\_

#	Description	Date Identified	Type	Impact & Probability	Contingency Measures / Mitigation response	Owner	Submitted, updated by	Last Update	Status
1	Enter a brief description of the risk	When was the risk first identified	Environmental Financial Operational Organizational Political, Regulatory Strategic Other	Describe the potential effect on the project if this risk were to occur Enter probability on a scale from 1 (low) to 5 (high) P = Enter impact on a scale from 1 (low) to 5 (high) I =	What actions have been taken to keep an eye on the project Enter what actions have been taken to keep an eye on the project	Who has been appointed to keep an eye on this risk	Who submitted the risk	When was the status of the risk last checked	e.g. dead, reducing, increasing, no change
	Sustainability of NIMU	January 09	Strategic	P = 2 I = 2	-Government has shown interest and is willing to take up this project -Strategic The project	Project Management	Programme Officer	January 09	

	2	Integration of DAD in EAD work processes and decision making	January 09	Operational	P=3 I= 2	<p>outputs have been designed/recommended in consultation with the beneficiary</p> <p>Review of DAD usability to make it responsive and relevant to the work of the management unit within EAD. A needs assessment based training of staff is envisioned within the project</p>	Project Management	Programme Officer	January 09	
	3	EAD's continued interest in pursuing aid management agenda	January 09	Strategic	P=3 I= 2	Background studies, policy options prepared for informed decision making.	Project Management	Programme Officer	January 09	



4	Donor support to DAD	January 2009	Strategic	P=3 I=3	The strategic direction from government has to be aid management -- support to EAD in informed decision making on aid management agenda would pave way for donor interest.	Project Management	Programme Officer	January 09	
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## ***Programme Management and Implementation Arrangements***

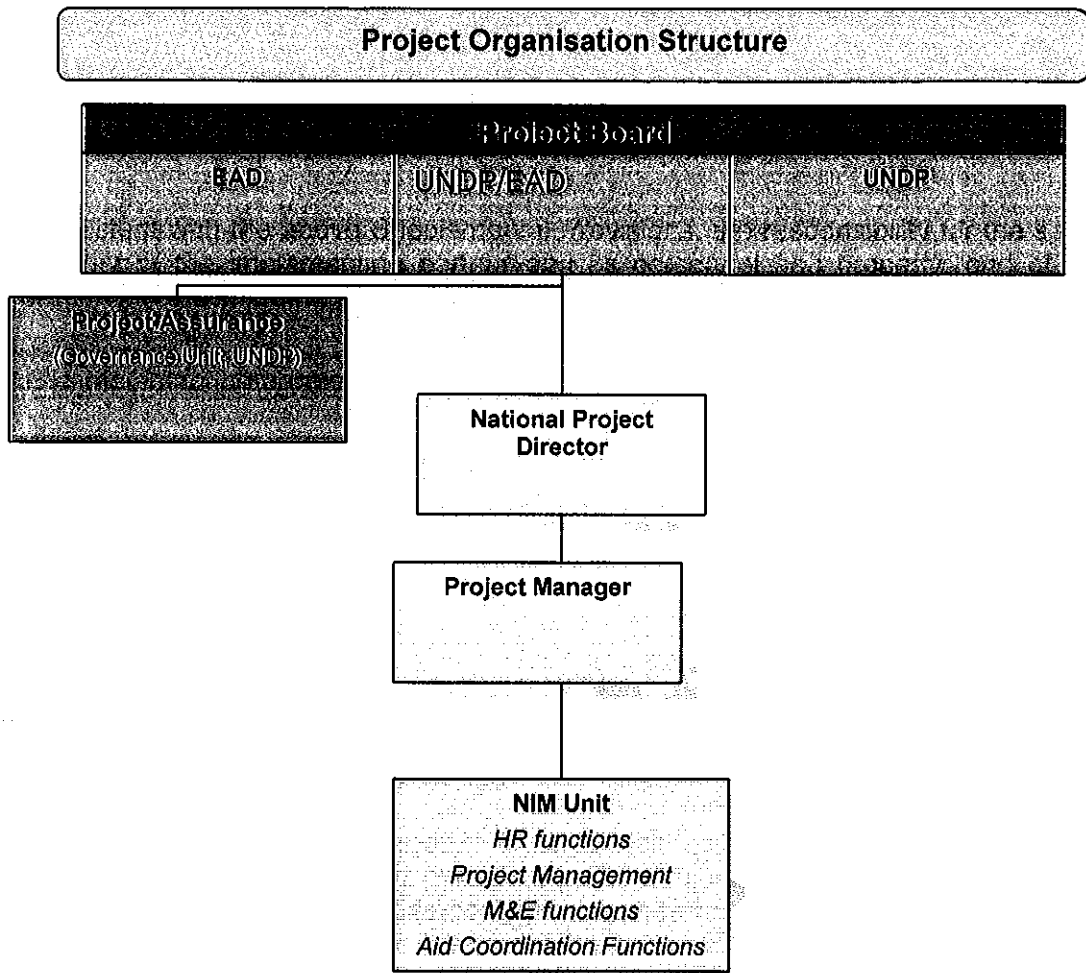
The project would be implemented using the UNDP National Implementation (NIM – formerly NEX) modality. Economic Affairs Division (EAD) will be the implementing partner represented by the National Project Director, who will be assisted by the National Project Manager (NPM) to be recruited under the project on the basis of enclosed Terms of Reference. The NPD, to be designated by implementing partner, would be a senior official at least at the level of Joint Secretary. The NPM will be responsible for operational management, annual work planning, reporting, budgets, financial plans and hiring process as per UNDP procedures.

A Project Review Board (PRB) would provide overall direction and oversight to the project. The PRB would be co-chaired by Secretary EAD and UNDP Country Director or his/her nominee. Presence and availability of one of the co-chairs would be sufficient to convene PRB meeting and to take the required decisions. Its membership would include Deputy Country Director (DCD) (Programme) of UNDP, National Project Director, ARR/PO UNDP. The National Project Manager would be ex-officio Secretary of the Committee. The PRB 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 management will use the multi year AWP to prepare yearly AWP's to be presented for PRB approval. The project office will be located in EAD.

Proposals considered for support as pilots under output No. 4 would be implemented subject to approval by the Project Review Board (PRB). These proposals would be considered on the basis of eligibility criteria to be approved by PRB. A Memorandum of Understanding (MOU) will be signed between EAD, UNDP and implementing partner on the basis of approved proposal. The NPD, with NPM assistance, will be responsible for reviewing and submitting the proposal for PRB approval and would also monitor the implementing of the MOU.

UNDP will provide support services to EAD that would be described in the TOR agreed between UNDP and EAD. (Attached)

EAD will designate a senior official as a focal point to manage and coordinate Output 3- Effective Aid Coordination and Management. The focal point will be responsible to facilitate and coordinate work of the Aid Analyst and Aid Coordination Officers with concerned EAD policy units to ensure integration of their inputs to EAD's requirements. Participation in international events under Output 3 would be limited to two events/persons per year and only concerned EAD officials directly involved in aid policy and aid effectiveness work would be eligible for funding through the project on the basis of agreed QWP. In order to facilitate continuity and smooth transition the current staff of Support to Aid Coordination project, who have been selected through a competitive selection process will be transferred to NATCAP. Equipment and inventory of the Support to Aid Coordination Project will be transferred to NATCAP.



**Legal Context:**

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

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

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

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Annexure :

1. Terms of References of Project Personnel (Annex-1)
2. Terms of Reference for the Provision of Support Services (Annex-2)
3. Project Yearly Budget (Annex-3)

## TERMS OF REFERENCE

**Post Title:** National Project Manager

**Project Title:** NATCAP

**Duty Station:** Islamabad

**Salary band:** SC-9

### **Background**

NATCAP aims at developing EAD's capacity for development, implementation and monitoring of UNDP Country Programme. It will enhance and supplement EAD's capacity to facilitate One UN Reforms and play an effective role in aid coordination and management in line with Paris Declaration on Aid Effectiveness. The project provides an added initiative to identify and pilot creative and innovative interventions in emerging areas of UNDP CP.

### **Duties and Responsibilities**

Under the overall direction of the Project Review Board (PRB) 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;
- Prepare AWP, seek PRB approval, manage implementation of AWP and prepare required reports for submission to PRB and UNDP;
- 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 PRB approval and also monitor the implementing of the MOU.
- Engage and network with stakeholders and partners to produce project outputs in a participatory manner;
- 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. In this regards prepare detailed Terms of Reference for recruiting consultants as well as develop Request for Proposals for professional and contractual services;
- Organize PRB meetings and prepare required documentation for the PRB.
- Assign responsibilities and deliverables to project staff in consultation with NPD and monitor progress to ensure timely submission of project deliverables.

### **Qualifications**

The candidate should possess a Masters degree in Management, Social Sciences or related discipline, with over 10 years of relevant project management and implementation experience. Demonstrated experience in applying Results Based Management tools in managing complex donor funded projects or the projects under the National/Provincial Governments would be essential.

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

## TERMS OF REFERENCE

**Post Title:** Human Resources Analyst

**Project Title:** NATCAP

**Duty Station:** Islamabad

**Salary band:** SC-9

**Context:**

Under the guidance and supervision of Joint Secretary, EAD, the HR Analyst is responsible for transparent implementation of HR strategies for NIM SC holders, effective delivery of HR services and management of the NATCAP team. He/she analyses, interprets and applies HR policies, rules and regulations, establishes internal procedures and provides solutions to a wide spectrum of complex HR issues pertaining to SC holders. The HR Analyst promotes a collaborative, client-oriented approach and contributes to the maintenance of high staff morale.

The HR Analyst supervises and leads the staff of the NATCAP HR team. The HR Analyst works in close collaboration with the EAD, UNDP Programme and Operations staff ensuring successful NATCAP performance in HR management. He/She demonstrates full compliance of HR activities with PCOM rules and regulations.

**Duties and Responsibilities:**

**Recruitment Services for NIM Projects**

- Develop Standard Operating Procedures (SOPS) on NIM Recruitment
- Management of recruitment processes including review of Terms of Reference, post classification, vacancy announcement, screening of eligible candidates, provide facilitation to NIM projects for short-listing of candidates, participating in interview panels, making recommendations on recruitment. Oversight of recruitment under UNDP projects.
- Implementation of the strategic approach to recruitment in the NIM Projects, proper use of contractual modalities.
- Review recruitment documentation and submit to UNDP for final clearance.

**Contracts Management**

- Develop Standard Operating Procedures (SOPS) on NIM project staff contract management
- Management of Service Contracts. Monitoring and tracking of all transactions related to positions, recruitment, HR data, benefits, and separations.
- Issue offer letters and Service Contracts, Negotiate salaries in line with guidelines of PCOM using fair and consistent practices.
- Keep track of contract expiries and notify projects prior to expiry of contracts for contract extensions.
- Manage contracts extensions and amendments effectively.
- Review Performance Appraisals of SC holders and award merit base increase.

**Oversight of HR function**

- Ensure full compliance of HR activities with PCOM rules and regulations, proper design and functioning of the HR management system.

- Ensure that actual costs do not exceed budgeted amounts, and funds to cover personnel costs are charged against the correct budget account code.
- Maintain a close liaison with UNDP for effective delivery of HR services to NIM Projects.

### **Benefits and Entitlement Management**

- Develop Standard Operating Procedures (SOPS) on NIM project staff benefits and entitlement
- Management of Social Security Benefits of SC holders, enrolment into National Medical coverage plan, National Life Insurance personal accident for death and disability insurance, National Providence Fund Scheme and Gratuity.

### **HR Advisory Services**

- Provide value added HR Advisory services to EAD and NIM Projects.
- Handle grievance and disciplinary cases in accordance with PCOM

### **Records Management**

- Ensure that proper electronic and physical HR records are maintained for audit purposes that includes recruitment documentations, leave rosters of all NIM SC holders, quarterly progress reports, contracts extensions etc.

### **Revision of Salary Scales**

- Revise salary scales for NIM SC holders periodically as per PCOM provisions.
- Ensure that all NIM SC holders get revised salaries based upon revision of salary scales.
- Incorporate salary change in the contracts of NIM SC holders through contract amendments.

**Reporting to:** Joint Secretary, EAD and HR Manager, UNDP

**Qualifications:** Masters Degree or equivalent in HR, Business Administration, Public Administration or related field.

### **Experience:**

5 years of relevant experience at the national or international level in providing HR advisory services and/or managing staff and operational systems. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and experience in handling of web based management systems.

### **Skills and competencies**

- Treats all people fairly without favouritism
- Develops deep understanding in HR
- Demonstrates strong coaching/mentoring skills, regularly providing helpful feedback and advice to others in the office
- Ability to lead recruitment, contracts management, performance appraisal, career development management, build teams, maintain high staff morale
- Strong IT skills
- Ability to implement new systems (business side) and affect staff behavioral/ attitudinal change
- Focuses on impact and result for the client
- Leads teams effectively and shows conflict resolution skills
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills

- Builds strong relationships with clients and external actors
- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change and ability to manage complexities



## TERMS OF REFERENCE

**Post Title:** Human Resources Assistant

**Project Title:** NATCAP

**Duty Station:** Islamabad

**Salary band:** SC-5

**Context:**

Under the guidance and supervision of HR Analyst, the HR Assistant provides HR services ensuring high quality, accuracy and consistency of work. The HR Assistant promotes a client-oriented and consistent with rules and regulations approach in the NATCAP. The HR Assistant works in close collaboration with the EAD, operations, programme units of UNDP and projects' staff to exchange information and ensure consistent service delivery.

**Duties and Responsibilities:**

**Recruitment Services for NIM Projects**

- Assist in smooth implementation of recruitment processes including review of Terms of Reference, post classification, vacancy announcements on website and newspapers, screening of eligible candidates, provide facilitation to NIM projects for shortlisting of candidates, participating in interview panels, reference checks, and preparation of interview reports.
- Assist in review and certification and submission of recruitment documentation to UNDP for final clearance.

**Contracts Management**

- Preparation of Service Contracts. Keep track of all transactions related to positions, recruitment, HR data, benefits, and separations.
- Prepare offer letters, Negotiate salaries in line with guidelines of PCOM using fair and consistent practices.
- Keep track of contract expiries and notify projects prior to expiry of contracts for contract extensions.
- Process contracts extensions and amendments in timely and correct manner.
- Review Performance Appraisals of SC holders and process merit base salary increases.
- Processing of identification cards to NIM SC holders

**Oversight of HR function**

- Ensure full compliance of HR activities with PCOM rules and regulations, proper design and functioning of the HR management system.
- Keep track of actual costs that should not exceed budgeted amounts, and funds to cover personnel costs are charged against the correct budget account code.
- Maintain a close liaison with UNDP for effective delivery of HR services to NIM Projects.

**Benefits and Entitlement Management**

- Ensure enrolment and continuity of Social Security Benefits of SC holders, enrolment into National Medical coverage plan, National Life Insurance personal accident for death and disability insurance, National Providence Fund Scheme and Gratuity.

- Ensure that claimants of social security benefits receive their entitlements.

#### **Records Management**

- Maintain a proper electronic and physical HR records system for audit purposes that includes recruitment documentations, leave rosters of all NIM SC holders, quarterly progress reports, contracts extensions etc.

#### **Revision of Salary Scales**

- Assist in Revision salary scales for NIM SC holders each year with effect from 1<sup>st</sup> July by incorporating CPI based salary increase.
- Process necessary contract amendments to enable NIM SC holder to get CPI based salary increases.

**Reporting to:** HR Analyst

**Qualifications:** Graduate, with preference to Masters in HR related discipline.

#### **Experience:**

3 to 5 years of relevant HR experience is required at the national, international or corporate level. Experience in the usage of computers and office software packages (MS Word, Excel, etc) and experience in handling of web based management systems.

#### **Skills and competencies:**

- Provides helpful feedback and advice to others in the office
- Ability to perform a variety of standard tasks related HR management, including screening, collecting and preparation of documentation, data input, creation of position, transactions tracking, filing, provision of information
- Strong IT skills
- Ability to provide input to business processes re-engineering, implementation of new system
- Focuses on result for the client
- Consistently approaches work with energy and a positive, constructive attitude
- Demonstrates strong oral and written communication skills
- Remains calm, in control and good humoured even under pressure
- Demonstrates openness to change and ability to manage complexities
- Responds positively to critical feedback and differing points of view
- Solicits feedback from staff about the impact of his/her own behaviour

## TERMS OF REFERENCE

**Post Title:** Aid Coordination Officer

**Project Title:** NATCAP

**Duty Station:** Islamabad

**Salary band:** SC-8

### **Background:**

The Government of Pakistan has requested UNDP support to augment its aid management capacity, including additional staffing to provide expert technical support and to train Government counterparts, as well as the introduction of an information management system to track resources and results.

National Aid Coordination Officers are required to work at EAD to provide additional technical support and to contribute to capacity building efforts to supplement and augment Government aid coordination functions.

### **Duties and Responsibilities:**

- Through the Development Assistance Database (DAD Pakistan), and through outreach work with all partners, providing effective information services to the Government, donors, UN, NGOs, private sector and the Pakistani people;
- Support policy development and Government-donor/UN agency dialogue at senior and operational levels;
- Support the reinforcement of regular dialogue mechanisms between EAD and assistance partners.
- Ensure Government is able to track aid flows into country at macro and project level. Develop and maintain the DAD Pakistan to track and coordinate aid;
- Prepare donor profiles, reporting formats and assist concerned units in monitoring aid flows;
- Supporting donor desk officers;
- understanding the structure of the donor's programme, donor priorities, donor projects and helping to solve queries which the donor may raise;
- Providing briefings for senior Government colleagues on donor assistance provided by sector, by location or by donor/UN/NGO;
- Working with the DAD Pakistan to ensure that the database has up-to-date and accurate information on the projects of assigned donors;
- Disseminating data on projects, sector studies and other donor assistance information to Government and international partners, and to the Pakistani people through a web portal and other mechanisms;
- Other analytical and administrative tasks or any other duties to support work of EAD Policy Units.

### **Required Skills and Experience:**

- Minimum 7 years experience of working with aid/development agencies, research organizations;

- Masters degree in economics, business/public administration or IT desired;
- Strong communication skills in English;
- Ability to use IT based research and analysis tools;
- Must be self-starter with excellent demonstrated teamwork skills.

**TERMS OF REFERENCE**

**Post Title:** DAD Database Manager

**Project Title:** NATCAP

**Duty Station:** Islamabad

**Salary band:** SC-8

**Background:**

The Government of Pakistan has requested UNDP support to augment its aid management capacity, including additional staffing to provide expert technical support and to train Government counterparts, as well as the introduction of an information management system to track resources and results.

A national on-line database – DAD Pakistan – has been developed and an experienced Database Manager is required to support Government in maintaining the database and to develop national capacity.

**Main Responsibilities:**

- Manage the development and enhancement of the DAD system to meet the evolving needs of the EAD officials in ministries, and the assistance community more generally.
- Ensure that the DAD meets the highest standards of user-friendliness, including by improving the reporting function and developing user guidance.
- Manage the professional development of the Database by directly providing and facilitating the high level technical training.
- Develop capacity of EAD counterparts and gradually transfer direct responsibility for the further development and maintenance of the DAD system.
- Develop innovative ways of making the DAD data available to users who do not have Internet access, including by enhancing the existing offline DAD application .
- In partnership with sub-contractors, Synergy directly assist in training EAD and other ministerial colleagues in using the DAD effectively. Prepare user guides.
- Provide IT support to Aid Coordination Cell colleagues in EAD, including improving network functionality.

**Required Skills and Experience:**

- At least seven years of relevant experience in database design, development and maintenance.
- Masters degree in computer science, IT or related field.
- Highly proficient in Visual Basic, web technologies, including HTML, and ASP. Knowledge of MS Visual Studio 6.0 is desirable.
- Ability design and conduct training of senior officials on database applications, software and system management.

**TERMS OF REFERENCE**

**Post Title:** Aid Analyst

**Project Title:** NATCAP

**Duty Station:** Islamabad

**Salary band:** SC-8

**Background:**

The Government of Pakistan has requested UNDP support to augment its aid management capacity, including additional staffing to provide expert technical support and to train Government counterparts, as well as the introduction of an information management system to track resources and results.

A number of Aid Analysts is required to provide quality and timely analysis to policy makers and decision makers so that aid coordination and management can be effectively led by Government.

**Duties and Responsibilities:**

- Examine patterns of financial and technical assistance by type, sector and location, and prepare respective analytical reports from country-level and in particular provincial/district/tehsil perspective;
- Prepare in-depth analyses regarding donor commitment performance, as well as unmet needs/gaps by sector and location, and identify implementation constraints;
- Based on findings of the analytical work, provide practical recommendation concerning further alignment of international financial and technical assistance with actual needs and priorities;
- Advise Government in tracking and analyzing aid flows;
- Capture and analyze good practices and lessons learnt in aid tracking and analysis;
- Support maintenance and further development of the Development Assistance Database (DAD Pakistan);
- Perform other analytical and administrative tasks or any other duties reflecting the overall purpose of supporting governments of -affected countries in aid tracking and coordination.

**Qualifications and Skills:**

- Masters degree in economics, statistics, public administration, development studies or political science;
- At least seven years experience at national or international level in analysis of quantitative and qualitative data, as well as in preparation of high-quality analytical reports;
- Advanced computer skills in common office programs (Word, Excel Power-Point, etc) and proven knowledge of spreadsheet packages are essential; substantial experience of databases and web-based information management systems are desired.
- Excellent verbal and written English language skills, including demonstrated report writing expertise;

- Excellent analytical, organizational and communication skills;
- Demonstrated capacity to plan, prioritize and deliver tasks on time to meet goals in a highly pressured environment;
- Proven skills to work in a team and communicate in a multi-cultural environment, as well as demonstrated experience of managing a team;
- Demonstrated capacity to respond flexible and positively to change through active involvement and generation of innovative, practical solutions to challenging situations.

## TERMS OF REFERENCE

**Post Title:** Admin & Finance Officer

**Project Title:** NATCAP

**Duty Station:** Islamabad

**Salary band:** SC-8

### **Background**

NATCAP aims at developing EAD's capacity for development, implementation and monitoring of UNDP Country Programme. It will enhance and supplement EAD's capacity to facilitate One UN Reforms and play an effective role in aid coordination and management in line with Paris Declaration on Aid Effectiveness. The project provides an added initiative to identify and pilot creative and innovative interventions in emerging areas of UNDP CP.

### **Duties and Responsibilities**

Under the overall direction of National Project Director and reporting to the National Project Manager, the Admin & Finance Officer would be responsible for the following tasks.

- Assist the project Manager in preparation of work plans, budgets and financial plans.
- Develop and process requests for advances to the UNDP-Country Office and ensure settlement of all advances in accordance with PCOM and UNDP procedures and guidelines;
- Manage utilization of quarterly advances in accordance with quarterly workplans in collaboration with NPM and keep track of all project funds received, disbursements, financial obligation and advances;
- Resolve issues pertaining to payment of taxes and duties on project procurements, shipments and transactions and initiate follow-up with agencies concerned;
- Prepare project budgets and maintain financial disbursements and monitoring systems for monthly submission to UNDP and GoP;
- Prepare and maintain ledger for monitoring financial commitments, monthly financial statements, non expendable property ledger;
- Process financial claims/impress account and facilitate approval through ensuring appropriate documentation and record keeping in line with UNDP rules.
- Take part in the programme's activities design meetings & attend the related orientation/training on Development/Gender Issues, Finance and Information Technologies.
- Prepare Cash Payment Vouchers, Bank Payment Vouchers, and Journal Vouchers together with complete supporting documentation in support to every financial transaction.
- Prepare and maintain financial disbursement ledger for monitoring and controlling of expenditures in line with the financial management procedures.
- Maintain and update all ledgers, project account and petty cash accounts in accordance with UNDP financial rules.
- Provide support services to all other staff members in financial matters.
- Prepare financial reports along with all relevant documents on regular basis for submission project management for payment/ settlement.
- Handle all financial matters of the workshops, meetings, conferences and seminars.



- Prepare payment requests/ travel claims and ensure that all supporting documentations are attached before submission to National Project Manager/National Project Director for signatures.
- Keep track of all advances released for local expenditure and complete necessary documentation for settlement of such advances.
- Prepare payment requests/ travel claims and ensure that all supporting documentations are attached before submission to National Project Manager/National Project Director for signatures.
- Act as focal person for project's audit for the UNDP and GoP fund and facilitate auditors during annual/quarterly project audit.
- Keep track of all advances released for local expenditure and complete necessary documentation for settlement of such advances.
- Assist with all administrative and logistical arrangements for meetings, workshops and conferences; Prepare different correspondences on the above matters and ensure follow up system;
- Assist in preparation of payments requests/travel claims with the supporting documentation and liaison with UNDP for payment follow-ups; Handle all financial matters of the meetings, workshops and seminars organized under the project;
- Prepare and maintain ledger for monitoring financial commitments, monthly financial statements, non expendable property ledger;
- Maintaining up-to-date inventories of project equipments;
- Responsible for the Project Record Management, Supervise the work of support staff; and manage vehicle, sign the vehicle log book on daily basis.
- To perform any other duties as required by the NPD and National Project Manager for achieving the above objectives.

#### **Qualification & skills**

The candidate should possess a Masters degree preferable in Management Sciences (MBA - Finance, M.Com, CA, Statistics), with minimum seven to ten years of experience in financial management of GoP/NGOs or development assistance work. Knowledge of computers, including basic hardware maintenance and use of recent accounting software. Expertise in project formulation and implementation will be an added advantage.

The candidate should have strong interpersonal skills and excellent command of English language.

## TERMS OF REFERENCE

**Post Title:** Monitoring & Evaluation Specialist

**Project Title:** NATCAP

**Duty Station:** Islamabad

**Salary band:** SC-9

### **Background**

NATCAP aims at developing EAD's capacity for development, implementation and monitoring of UNDP Country Programme. It will enhance and supplement EAD's capacity to facilitate One UN Reforms and play an effective role in aid coordination and management in line with Paris Declaration on Aid Effectiveness. The project provides an added initiative to identify and pilot creative and innovative interventions in emerging areas of UNDP CP.

### **Duties and Responsibilities**

Under the overall direction of National Project Director and reporting to the National Project Manager, the M&E Specialist would be responsible for the following tasks.

- Based on the results framework and agreed institutional arrangements of the project, in consultation with all stakeholders, develop a monitoring and evaluation framework and system for the project adopting a result based participatory approach.
- Design and implement systems for monitoring and reporting of NIM projects;
- Training of EAD officials in NIM and RBM;
- Follow-up on NIM projects audits
- Review and feedback on NIM projects QPRs and APRs
- Conduct periodic monitoring visits of NIM projects
- Prepare an annual monitoring and communication plan for the project and report against the progress.
- Train project staff in result based monitoring and organizes workshops / training sessions as required on monitoring and evaluation.
- Coordinate and liaise with other members in the PMU on preparation of annual work plans, budgets, overall implementation, monitoring and evaluation of the project.
- Preparation of TORs for national / international consultants conducting monitoring and evaluation activities.
- To perform any other duties as required by the Project and National Project Manager (NPM) for achieving the above objectives

### **Qualifications**

The candidate should possess a Masters Degree preferably in Management, Social Sciences or related discipline. Over five years of relevant project management and implementation experience. The candidate should have strong negotiation, communication and writing skills.

**TERMS OF REFERENCE**

**Post Title:** Driver

**Project Title:** NATCAP

**Duty Station:** Islamabad

**Salary band:** SC-2

**Background**

NATCAP aims at developing EAD's capacity for development, implementation and monitoring of UNDP Country Programme. It will enhance and supplement EAD's capacity to facilitate One UN Reforms and play an effective role in aid coordination and management in line with Paris Declaration on Aid Effectiveness. The project provides an added initiative to identify and pilot creative and innovative interventions in emerging areas of UNDP CP.

**Duties and Responsibilities:**

Under the overall direction of National Project Manager and reporting to Admin & Finance Officer the Driver would be responsible for the following tasks.

- Ensures provision of reliable and secure driving services by a) driving office vehicles for the transport of authorized personnel and delivery and collection of mail,
- Documents and other items and b) meeting official personnel and visitors at the airport, visa and customs formalities arrangement when required.
- Ensures cost-savings through proper use of vehicle through accurate maintenance of daily vehicle logs, provision of inputs to preparation of the vehicle maintenance plans and reports.
- Ensures proper day-to-day maintenance and log of the assigned vehicle through timely minor repairs, arrangements for major repairs, timely changes of oil, check of tires, brakes, car washing, etc.
- Ensures availability of all the required documents/supplies including vehicle insurance, vehicle logs, office directory, map of the city/country, first aid kit, and necessary spare parts.
- Ensures that all immediate actions required by rules and regulations are taken in case of involvement in accidents.
- Responsible for safe travel and comfort of passengers. Logs official trips, daily mileage, fuel consumption, oil changes, greasing etc.
- Performs other duties as required.

**Qualifications**

Minimum Matric level and has valid LTV driving license. Safe driving record; knowledge of driving rules and regulations and skills in minor vehicle repair. Knowledge of driving rules and regulations. Minimum 3 years of driving experience. Good spoken and written Urdu and moderate level of understanding English.

## TERMS OF REFERENCE (draft)

**Post Title:** Policy Analyst

**Project Title:** NATCAP

**Duty Station:** Islamabad

**Salary band:** SC-9

### **Background**

NATCAP aims at developing EAD's capacity for development, implementation and monitoring of UNDP Country Programme. It will enhance and supplement EAD's capacity to play an effective role in aid coordination and management in line with Paris Declaration on Aid Effectiveness. The project provides an added initiative to identify and pilot creative and innovative interventions in emerging areas of UNDP CP.

### **Duties and Responsibilities**

Under the overall direction of National Project Director the Policy Analyst would be responsible for the following tasks:

- Review and analyse key policies and programmes of federal and provincial governments and advise EAD on on-going and potential linkages with the donor assisted programmes;
- Review and analyse donor policy documents on assistance to Pakistan as well as multi/bi-lateral agreements between Government of Pakistan and international donors to advise on programming opportunities;
- Prepare substantive briefs, analytical reports and background papers on key development and policy issues in the national context, which are based on analysis of national policy documents, donor's policy documents, technical research reports and donor reports with a view to inform EAD in effective coordination and facilitation of UNDP and donor assisted programmes;
- Provide substantive inputs in the design, monitoring, periodic reviews and evaluation of UNDP CPD/CPAP. In this regards develop framework for background analysis and preparatory work for annual, mid-term and final CPAP reviews adopting result based approach;
- Conduct research, analysis, background studies to identify key issues and opportunities and provide inputs to the next CCA/UNDAF/CP process;
- Providing input to regular updates to NATCAP's Project Review Board and other relevant stakeholders;
- Analyse results of UNDP and donor support to Pakistan and extract policy actions and recommendations for addressing systemic issues affecting Pakistan development. Prepare policy briefs for action by Government of Pakistan on these issues;
- Document and disseminate lessons and knowledge products from UNDP and other donor intervention in Pakistan.
- To perform any other duties as required by the Project Director for achieving the above objectives.

### **Qualifications**

- Masters degree, preferably Ph.D. in economics or related social sciences, with 8 years experience.
- Demonstrated experience of research and analysis of public policy, development, economic and social issues.
- Sound understanding of GOP and donor policies and programmes.
- Strong communication and presentation skills.
- Ability to engage senior government officials and international partners on policy and development issues.

**TERMS OF REFERENCE (draft)**

**Post Title:** Research Officer

**Project Title:** NATCAP

**Duty Station:** Islamabad

**Salary band:** SC-7

**Background**

NATCAP aims at developing EAD's capacity for development, implementation and monitoring of UNDP Country Programme. It will enhance and supplement EAD's capacity to play an effective role in aid coordination and management in line with Paris Declaration on Aid Effectiveness. The project provides an added initiative to identify and pilot creative and innovative interventions in emerging areas of UNDP CP.

**Duties and Responsibilities**

Under the overall direction of Policy Analyst, the Research Officer would be responsible for the following tasks.

- Present thoroughly researched information for background research & analysis for the next CCA/UNDAF/CP cycle;
- Assist in organizing national and sub-national consultations to identify and build consensus on key development issues;
- Assist in the background analysis and preparatory work for annual, mid-term and final CPAP review;
- Compile the researched material in a systematic way and prepare background briefs/briefing notes as and when required;
- Review publications produced on behalf of or by NIM projects to ensure quality, accuracy and value;
- Review the background and thematic papers that have already been developed and assess them in view of the research results;
- Compile, analyze and synthesize documents, research reports and relevant information for the Policy Analyst;
- Maintain a roster of national experts and resource persons in thematic areas of UNDP programme;
- Perform any other tasks assigned by the NPD/Policy Analyst.

**Qualifications**

The candidate should possess a Masters Degree preferably in Economics, Political Science, Management or related discipline. Over five years of relevant experience in research related assignments. The candidate should have strong analytical, negotiation, communication and writing skills. Ability to use research and analytical tools and software would be essential.

## TERMS OF REFERENCE

### FOR THE PROVISION OF SUPPORT SERVICES

These terms of reference for support services have been developed after consultations between officials of the Economic Affairs Division (EAD), Government of Pakistan and officials of UNDP with respect to the provision of support services by the UNDP country office under the NATCAP project.

The UNDP country office will provide the following support services under Output 1 of the NATCAP project:

- Jointly supervise the National Implementation Management (NIM) Unit with EAD.
- Recruitment of NIM unit personnel funded through NATCAP
- Assist EAD in the start up of the NIM unit
- Provide guidance and support to the NIM unit in human resource management according to the PCOM. This includes recruitment (review of TORs, advertisement, short listing, interview process, offer letters, salary negotiation), contract issuance, and administration of benefits (salaries, leave, social security), conduct and grievances, HR record management and performance management oversight.
- Provide guidance and support to the NIM unit in financial services including administration of bank account according to the PCOM.
- HR and Finance technical advisory services and support in oversight through quality assurance, training in systems and procedures and effective ICT tools.
- Joint assessment of EAD/NIM unit capacity to carry out the HR and finance functions as per the PCOM. (planned for June 2009)

In providing such support services, the UNDP country office shall ensure that the capacity of the Government-designated institution is strengthened to enable it to carry out such activities directly. The joint assessment will examine the progress of operational capacity of the NIM Unit and provide recommendations for further institutional support and capacity strengthening needs. Based upon the observations and recommendations of the joint assessment, the scope and nature of UNDP's support services outlined above may be modified upon agreement between EAD and UNDP.

In addition to the above, the UNDP country office may provide, at the specific request of the designated institution, the following support services for the activities of the project:

- (a) Identification and/or recruitment of project personnel outside the NIM unit;
- (b) Identification and facilitation of training activities;
- (a) Procurement of goods and services;

The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP and PCOM regulations, rules, policies and procedures.

The relevant provisions of UNDP's development cooperation in Pakistan are covered by the umbrella agreement signed between the United Nations Special Fund and Government of Pakistan in 1960 including the provisions on liability and privileges and immunities, shall apply to the provision of such support services as they do for all UNDP projects. The Government shall retain overall ownership for the nationally managed programme or project through its designated institution. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed listed in the project document and in these terms of reference.

Activity	Responsible Party	Planned Budget (Amount in US\$)								
		Fund	Account Code	Budget Description	Unit	Price	Year 1	Year 2	Year 3	Total
Activity 1. National Implementation Management (NIMU) established and operational in EAD	EAD	04000	71400	Project Manager 36 person months	12	1,920	23,040	23,040	23,040	69,120
	EAD	04000	71400	M&E Specialist 36 person months	12	1,300	15,600	15,600	15,600	46,800
	EAD	04000	71400	HR Specialist 36 person months	12	1,300	15,600	15,600	15,600	46,800
	EAD	04000	71400	Pro. Associates (2) each for 36 person months	24	770	18,480	18,480	18,480	55,440
	EAD	04000	71400	Admin. And Finance Officer 36 person months	12	980	11,760	11,760	11,760	35,280
	EAD	04000	71400	Driver	1	200	200	200	200	600
	EAD	04000	71300	Consultants 90 person days	30	300	9,000	9,000	9,000	27,000
	EAD	04000	72200	Desktop computer	4	1,160	4,640	0	0	4,640
	EAD	04000	72200	Laptop	2	1,540	3,080	0	0	3,080
	EAD	04000	72000	Highspeed Laserjet printers	2	1,070	2,140	0	0	2,140
	EAD	04000	72000	Photocopier	2	3,200	6,400	0	0	6,400
	EAD	04000	72000	Scanner	1	500	500	0	0	500
	EAD	04000	72000	Networking and UPS	1	4,000	4,000	0	0	4,000
	EAD	04000	72000	Multimedia	1	3,200	3,200	0	0	3,200
	EAD	04000	72100	Subcontracts/training/workshops	1	15,000	15,000	15,000	15,000	45,000
	EAD	04000	71600	Domestic Travel	1	15,000	15,000	15,000	15,000	45,000
	EAD	04000	72200	Vehicle - upto 1300 CC	1	14,000	14,000	0	0	14,000
	EAD	04000	73400	O&M of Equipment and office supplies	1	15,000	15,000	15,000	15,000	45,000
	EAD	04000	74200	Printing and Publications	1	5,000	5,000	5,000	5,000	15,000
	EAD	04000	74500	Miscellaneous	1	3,000	3,000	3,000	3,000	9,000
			<b>Sub-total Activity 1</b>			<b>184,640</b>	<b>146,680</b>	<b>146,680</b>	<b>478,000</b>	
Activity 2. Effective Aid Management and Coordination	EAD	30000	71400	Aid Analyst (1) for 36 months	12	1,300	15,600	15,600	15,600	31,200
	EAD	04000	71400	Aid Analyst (1) for 36 months	12	1,300	15,600	0	0	15,600
	EAD	30000	71400	Database Manager (1) for 36 months	12	1,300	15,600	15,600	15,600	46,800
	EAD	30000	71400	Aid Coordination Officers (4) each for 36 months	48	1,300	62,400	62,400	62,400	187,200
	EAD	30000	71300	Consultants/Missions 45 person days	15	300	4,500	4,500	4,500	13,500
	EAD	30000	72100	Sub-contracting (Synergy, Comsats) Workshops/Trainings	1	72,000	72,000	72,000	72,000	216,000
	EAD	04000	74500	Miscellaneous	1	840	840	0	0	840
	EAD	30000	74200	Print and publications	1	5,300	5,300	0	0	5,300
				<b>Sub-total Activity 2</b>			<b>176,240</b>	<b>170,100</b>	<b>170,100</b>	<b>516,440</b>



Activity	Responsible Party	Planned Budget (Amount in US\$)							Total		
		Fund	Account Code	Budget Description	Unit	Price	Year 1	Year 2		Year 3	
Activity 3: Effective planning, coordination and monitoring of UNDP CP process	EAD	04000	71400	Policy Analyst (1) for 36 person months	12	2,000	24,000	24,000	24,000	72,000	
	EAD	04000	71400	Research Officer (2) each for 36 person months	24	980	23,520	23,520	23,520	70,560	
	EAD	30000	71300	Consultants 90 person days(Y1=10,Y2=20,Y3=60)	10,20,60	300	3,000	6,000	18,000	27,000	
	EAD	30000	72100	Subcontracts/workshops	1	20,000	20,000	20,000	20,000	60,000	
	EAD	30000	71600	Domestic Travel	1	5,000	5,000	5,000	5,000	15,000	
	EAD	30000	74200	Printing and Publications	1	5,000	5,000	5,000	5,000	15,000	
					<b>Sub-total Activity 3</b>			<b>80,520</b>	<b>83,520</b>	<b>95,520</b>	<b>259,560</b>
Activity 4: Programme Development and Pilots related to CPAP	EAD	04000	71300	Consultants 60 person days	20	300	6,000	6,000	6,000	18,000	
	EAD	04000	72100	Subcontracts/workshops	1	15,000	15,000	15,000	15,000	45,000	
	EAD	04000	72600	Seed Money for Pilots	1	100,000	100,000	100,000	100,000	300,000	
	EAD	30000	71600	Domestic Travel	1	5,000	5,000	5,000	5,000	15,000	
	EAD	30000	74200	Printing and Publications	1	5,000	14,860	0	0	14,860	
					<b>Sub-total Activity 4</b>			<b>140,860</b>	<b>126,000</b>	<b>126,000</b>	<b>392,860</b>
					<b>Total</b>			<b>582,260</b>	<b>526,300</b>	<b>538,300</b>	<b>1,646,860</b>