



USAID
FROM THE AMERICAN PEOPLE



Needs Assessment of
the Auditor General of
Pakistan

ASSESSMENT AND STRENGTHENING PROGRAM – RSPN

Annual Report 2011-12



Pakistan's Public
Financial Management
Assessment Framework



Focusing Public Sector
Training Regime in
Pakistan



ASP-RSPN

The Program's Annual Performance Report Oct 2011 – Sep 2012

December 2012

Cooperative Agreement Number:

391-A-00-11-01201-00

Implementing Organization:

Rural Support Programmes Network

Author(s):

Assessment and Strengthening Program – Rural Support Programmes Network (ASP-RSPN)

© ASP-RSPN

House # 70, Street 25, F-10/1, Islamabad, Pakistan.

Phone +92 51 2114311, Fax +92 51 2114314

Website www.asp.org.pk

DISCLAIMER

"The report is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents are the sole responsibility of ASP-RSPN and do not necessarily reflect the views of the USAID or United States Government."

CONTENTS

EXECUTIVE SUMMARY	6
SUMMARY TABLE	9
HIGHLIGHTS	10
INTERMEDIATE RESULT 1	13
Achievements against the performance indicators	
1	Third Party Validation of Citizens' Damage Compensation Program
2	Pre-Award Assessments of USAID Partner Organizations
3	Capacity Building of Federal and Provincial Institutions
3.1	Capacity Building of Municipal Services Delivery Program, Sindh
3.2	Capacity Building of Sindh Basic Education Program
3.3	Establishing Internal Audit Function in all departments of KP
3.4	Strategic Planning and Needs Assessment of the Auditor General of Pakistan
3.5	Establishing Institutional Infrastructure of Provincial Public Procurement Regulatory Authorities
3.6	Project Design Support to the Health Department Government of Sindh
3.7	Project Design Support to Agriculture Department GoKP
3.8	Capacity Building of PaRRSA – Khyber Pakhtunkhwa
3.9	Capacity Building of Health Services Academy Islamabad
3.10	Capacity Building of Small and Medium Enterprise Development Authority
3.11	Capacity Building of Secretariat Training Institute
3.12	Training on Revolving Funds Account
3.13	Research Study on Assignment Account
3.14	Planning & Development Architecture in Pakistan: A Strategic Review
3.15	Evaluate, Streamline and Improve the GoP's PMU Approach
3.16	Public Financial Management - Institutional Performance Assessment Framework (IPAF)
INTERMEDIATE RESULT 2	37
INTERMEDIATE RESULT 3	39

Achievements against the performance indicators

- 1 Training of Staff
 - 1.1 Gender Sensitization Training
 - 1.2 Advanced Specialized Training on Gender; Engendering Development Programs
 - 1.3 Training on USAID Rules and Regulations
 - 1.4 Workshop on Effective Report Writing
 - 1.5 Training on Effective Monitoring and Evaluation Skills
 - 1.6 International Training
- 2 Development of Policies and Procedures
- 3 Development of IT Based Systems
 - 3.1 Deployment of SAP-B1 ERP System for ASP-RSPN
 - 3.2 Deployment of Blade Servers for HR-MIS in NRSP

PROGRAM SUPPORT ACTIVITIES **45**

- 1 Memorandum of Understanding between NSPP and ASP-RSPN
- 2 Conference on Public Sector Training Regime in Pakistan
- 3 Meeting with new Mission Director USAID at ASP-RSPN
- 4 USAID Mission Officials visit ASP-RSPN
- 5 ASP's Annual Review with the Chief Financial Officer USAID
- 6 Strategic Working Group Meetings

MONITORING AND EVALUATION **49**

COMMUNICATIONS **50**

FINANCIAL PROGRESS **51**

ANNEX-I: Members of IPAF Advisory Group **53**

ANNEX-II: Detailed Financial Report FY 2011-12 **55**

ACRONYMS

AATI	Audit and Accounts Training Institute
ACBP	Awardees Capacity Building Plan
ADB	Asian Development Bank
ADP	Annual Development Program
AGP	Auditor General of Pakistan
AJK	Azad Jammu Kashmir
AiD	Associates in Development
ASP	Assessment and Strengthening Program
BPS	Basic Pay Scale
CA	Chartered Accountant
CB	Capacity Building
CDCP	Citizens Damage Compensation Program
CDWP	Central Development Working Party
CGA	Controller General of Accounts
CoP	Chief of Party
CPO	Central Program Office
CSOs	Civil Society Organizations
ECNEC	Executive Committee of the National Economic Council
EU	European Union
DCOP	Deputy Chief of Party
DfID	Department for International Development
FGD	Focus Group Discussion
GB	Gilgit-Baltistan
GIZ	German Society of International Cooperation
GoKP	Government of Khyber-Pakhtunkhwa
GoP	Government of Pakistan
GoS	Government of Sindh
HH	Household
HR	Human Resource
HSA	Health Services Academy
IBRD	International Bank for Reconstruction and Development
IDB	Islamic Development Bank
IPAF	Institutional Performance Assessment Framework
IR	Intermediate Result
IT	Information Technology
JDs	Job Descriptions
KP	Khyber Pakhtunkhwa
LUMS	Lahore University of Management Sciences
M&E	Monitoring and Evaluation

MER	Monitoring, Evaluation and Research
MIS	Management Information System
MoF	Ministry of Finance
MoU	Memorandum of Understanding
MSDP	Municipal Services Delivery Program
NADRA	National Database and Registration Authority
NHA	National Highway Authority
NIM	National Institute of Management
NRSP	National Rural Support Programme
NSPP	National School of Public Policy
NTC	National Telecommunication Corporation
PaRRSA	Provincial Reconstruction, Rehabilitation and Settlement Authority
PD	Provincial Director
P&D	Planning and Development
PDMA	Provincial Disaster Management Authority
PDWP	Provincial Development Working Party
PFM	Public Financial Management
PIDE	Pakistan Institute of Development Economics
PMP	Performance Management Plan
PMU	Project Management Unit
PPO	Provincial Program Office
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
PSDP	Public Sector Development Program
QPR	Quarterly Performance Report
RFA	Revolving Fund Account
RMF	Risk Mitigation Framework
RSPN	Rural Support Programmes Network
SBEP	Sindh Basic Education Program
SDMA	State Disaster Management Authority
SMEDA	Small and Medium Enterprise Development Authority
SoW	Scope of work
SOPs	Standard Operating Procedures
SPPRA	Sindh Public Procurement Regulatory Authority
STI	Secretariat Training Institute
SWG	Strategic Working Group
TDEA	Trust for Democratic Education and Accountability
TMA	Town Municipal Administration
ToT	Training of Trainers
TPV	Third Party Validation
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

Building Stronger Pakistani Institutions

A number of critical imperatives lay at the heart of Assessment and Strengthening Program's mission to build stronger Pakistani institutions. ASP believes that in order to have stronger institutions, it is critical to have transparent and accountable financial management and procurement systems; robust monitoring & evaluation processes and an efficient and vibrant human resource. As per its mandate, ASP-RSPN aims to streamline four thematic areas of Financial Management, M&E, Human Resource Development and Procurement.

2012 was an important year for the Assessment and Strengthening Program. ASP-RSPN developed partnerships with key Pakistani institutions responsible for public financial management and service delivery. The implementation achieved a milestone by creating ownership of the reform efforts within relevant public sector institutions. This has contributed towards strengthening Government of Pakistan's overall commitment for improving policies, procedures & processes and creating harmonization between USAID and GOP systems. Furthermore, ASP-RSPN aims to contribute to civil service reforms by advocating a result-oriented agenda in Pakistan's key public sector institutions. Steps are already afoot in that direction.

ASP-RSPN is working with 15 key public sector entities including the country's Supreme Audit Institution i.e. The Auditor General of Pakistan, Ministry of Finance, Procurement Regulatory Authorities, Controller General of Accounts, Planning Commission, Finance Department & Provincial Public Accounts Committee of the province of Khyber Pakhtunkhwa, Planning & Development and Education Department of the Government of Sindh.

ASP-RSPN adopted a two pronged strategy to achieve long term institutional development results. Firstly, it focused on organizations having potential cross-cutting impact on other institutions. This includes capacity development and support to organizations impacting subordinate ministries and departments, such as, Public Procurement Regulatory Authorities, Auditor General of Pakistan, and Controller General of Accounts, Provincial Finance Departments and Planning Commission of Pakistan. And secondly, ASP provided

support to other national, provincial organizations and other development programs to develop their policies, procedures and management systems.

In order to ensure the sustainability of its interventions beyond the project period, ASP-RSPN built partnership with the National School of Public Policy (NSPP), the country's premier institution responsible for imparting career-based trainings to civil servants of Pakistan. ASP-RSPN under this partnership is focusing on long term sustainable solution of embedding the core customized elements of institutional development into NSPP and other public sector institutions curricula.

ASP-RSPN organized the first ever conference on Public Sector Training in Pakistan" in concord with NSPP in which almost all Public Sector Training Institutions participated. The conference brought identified issues and challenges being faced by institutions in the design, development and delivery of the public sector trainings in Pakistan. A set of recommendations emerged as a result of the proceedings of the conference. The agenda is being carried forward in a systematic manner.

During the current year, ASP-RSPN supported the KP Government's initiative in institutionalizing the Internal Audit system in the province. This is an important advance in the reforms agenda in KP fully supported by its Finance Department. This has enabled the provincial authorities to institutionalize internal audit in line with the approved charter in all departments of the province. A team of internal auditors was provided by ASP-RSPN to make audit plans, SOPs and initiate first round of preliminary audit in five key departments.

ASP-RSPN is also providing support to the Government of the Khyber Pakhtunkhwa (GoKP) in the establishment and strengthening of Provincial Public Procurement Regulatory Authority (PPRA). Additionally, technical support has been provided to develop a Monitoring & Evaluation Framework to monitor procurement process done by the procuring agencies. ASP-RSPN is also engaged with the GoKP to initiate and implement Strategic Planning process in all departments. The institutional strengthening of Provincial Public Accounts Committee has also been initiated.

A robust and relevant research agenda has been undertaken by ASP-RSPN with an eye on institutional reform in key areas and departments. Under the Research program, ASP-RSPN extended its support to the Ministry of Finance to revise the procedures of Revolving Fund Account/Assignment Account. The research issues focused on the impediments in account opening, currency conversions, un-timely accounting and other procedural gaps. The Federal Minister for Finance conveyed his appreciation for the much needed research/

reform study. ASP-RSPN also provided support to the Planning Commission of Pakistan through policy level recommendations for improving the Projects' Design, Approval and Implementation process. The research report highlights policy recommendations for federal and provincial planners to streamline the national planning process in line with international best practices. These recommendations are planned to be carried forward in tandem with the authorities.

In order to improve the public financial management in Pakistan, ASP-RSPN launched a comprehensive study to develop an Institutional Performance Assessment Framework to assess the health of institutions involved in PFM. The initiative has been lauded by the government of Pakistan and donors community. The Ministry of Finance, took ownership of this initiative by forming a high level advisory group to steer the development process. This unique PFM framework will have the capability of both national and sub-national application. It has been ensured that institutional assessment of sub national governments and its institutions can also be done using the same framework. A comprehensive testing exercise has been envisaged in the next year finalize the framework.

Apart from capacity building, ASP-RSPN continued to support two USAID funded mega projects i.e. Municipal Services Delivery Program and Sindh Basic Education Program (USD 245 million). Technical support was extended to the respective departments in the approval process. ASP-RSPN is supporting both departments in the establishment of Project Management Units (PMUs) and hiring of staff, besides 'On-the-job technical assistance' phase.

A notable milestone achieved by ASP-RSPN was the completion of The Third Party Validation exercise of the Citizens' Damage Compensation Program in all the eighty (80) districts across Pakistan, AJK and Gilgit-Baltistan. ASP-RSPN also completed six (6) Pre-Award Assessments which includes NHA and five (5) other private sector firms engaged with USAID in various ongoing projects. Workshops for training, lesson-sharing and consultations in key areas were undertaken for carting forward the strategic objective of capacity building of Pakistani institutions.

Summary Table; Key Achievements

Activity Head	Description and Achievements	% Utilization of Funds
Policies and Procedures	<ul style="list-style-type: none"> - Developed three (3) manuals for USAID funded MSDP - Developed four (4) manuals for USAID funded SBEP - Developed nine (9) manuals for RSPN and NRSP - Successfully partnered with three (3) institutions i.e. AGP, SMEDA and PPRAs for improving & developing Policies, Procedures and Strategic Plans 	10%
On-the-Job Technical Assistance	- Extended On-the-Job support to three (3) organizations namely PaRRSA, HSA & Internal Audit KP. Staff is being regularly assisted to implement and institutionalize updated procedures developed by ASP-RSPN in conjunction with the organizations	13%
Immediate Projects' Design Support	PC-Is developed for two (2) Public Sector Provincial Projects <ul style="list-style-type: none"> - Agriculture Department KP; Command Area Development of Gomal Zam Dam - Health Department Sindh; District Headquarters Hospital Jacobabad 	1%
Research to Policy Reforms; Improving PFM Strategies	<ul style="list-style-type: none"> - 83 recommendations on PFM reforms shared with GoP's relevant institutions i.e. Ministry of Finance and Planning Commission of Pakistan - A Self-Assessment Framework developed for institutions contributing in country's PFM network 	26%
Human Resource Development; Capacity Building of Individuals	242 individuals trained on Financial Management, Gender Mainstreaming, M&E, USAID & Government Rules	14%
Assessing the USAID Implementing Partners	48 GoP and Private Sector Assessments and 1 re-assessment/Validation completed	33%
Deployment of IT based Systems	<ul style="list-style-type: none"> - SAP B1 Suite deployed for ASP-RSPN - NRSP's HR functions automated; HR-MIS implemented all across NRSP 	3%

Highlights

Donors' coordination mechanism established to support reforms in Khyber Pakhtunkhwa

ASP-RSPN has taken the lead to bring on board major donors on reforms program initiated by the Government of Khyber Pakhtunkhwa (GoKP). ASP-RSPN facilitated the GoKP in organizing donor coordination meeting having participation of World Bank, DfID, GIZ, USAID, EU and GoKP. The forum came up with a set of recommendations to establish internal audit system at the department level, Strategic Planning process for departments linking it with the Output Based Budgeting and the establishment of Provincial Public Procurement Authority.



Strategic Partnership between ASP-RSPN and National School of Public Policy

ASP signed an MoU with the National School of Public Policy
ASP signed an MoU with the National School of Public Policy on April 06, 2012. NSPP is a prestigious public sector institution responsible for in service training of officers from grade 17 to grade 22. ASP-RSPN aims to strengthen the current training system for improved policy discourse and implementation of policies at operational and strategic level. Under the MoU, the NSPP platform will be utilized to conduct specialized trainings and also research dissemination with senior officers of the government.



USAID's Mission Director and Deputy Mission Director visited ASP-RSPN's Central Program Office on August 14, 2012 to review ASP's overall progress, approach and methodology for supporting the Pakistani organizations. The Mission Director and other Sector Specialists appreciated the progress



made by ASP in improving the institutional systems and ensuring transparent utilization of USAID resources.

ASP-RSPN hosted a one-day consultative workshop titled “Public Procurement Regulatory Regime in Pakistan” on April 19, 2012. The workshop evolved a consensus through key stakeholders’ consultation to create linkages and collaborative mechanisms for supporting PPRAs at federal and provincial levels, to establish procurement cadres in public sector organizations and to establish a working group comprising of federal and provincial governments, development partners and ASP-RSPN for formulation and implementation of an effective “National Procurement Strategy”.



Conference on “Public Sector Training in Pakistan” was organized by ASP-RSPN on September 26th & 27th, 2012 in the National School of Public Policy Lahore. The event was the first of its kind where NSPP, its constituent units and other elite public sector training institutions were represented at decision-making levels to discuss the institutional arrangements of public sector training in Pakistan. The conference identified the challenges which the sector faces and the opportunities it offers. It also came up with a set of recommendations for a coherent implementation of trainings by all institutions.



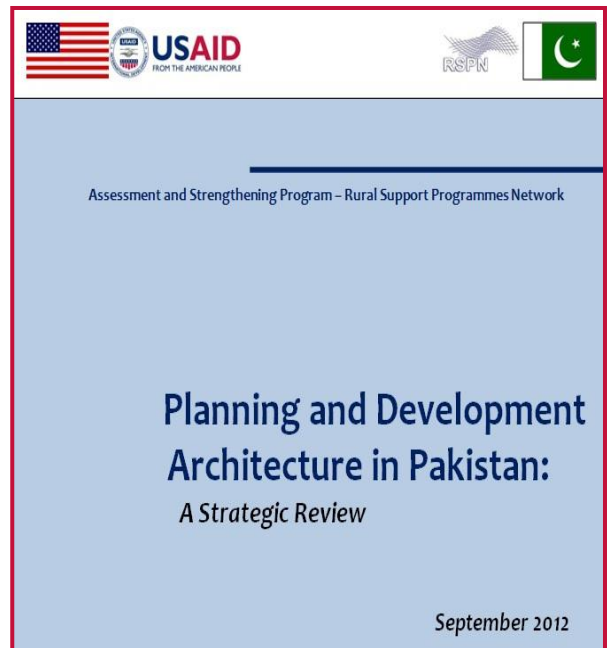
Successful Completion of TPV Exercise across Pakistan: ASP-RSPN successfully completed the TPV exercise of the CDCP program in 41 districts during the current year, including 14 in Sindh, 10 in AJK, 3 in Punjab and 14 in Balochistan. ASP-RSPN received great appreciation from the government of Pakistan and International donors upon the



completion of an independent and impartial assessment of beneficiaries.

Research on “Planning Architecture in Pakistan – A case for review” completed:

ASP-RSPN completed the research to son the ‘Planning and Development Process in Pakistan’. The study completed in September 2012 recommends policy reforms to the Planning Commission of Pakistan which includes raising the approval limits of CDWP and ECNEC, reducing the approval delays of PC-I, improving the quality of PC-I document, activation of Planning Cells at the ministry level and institutionalizing Public-Private Partnerships to accelerate the pace of development. ASP-RSPN plans to catalyze a series of stakeholders’ meetings/ conferences with Planning Commission with a view to implementing the recommendations.



ASP-RSPN organized a two-day “**Specialized Gender Training**” on November 24-25, 2012 for implementing awardees. The workshop resulted in the formulation of ASP Gender Policy to mainstream gender aspects in all its program activities. Staff members of ASP, RSPN and NRSP participated in the training. The guest speakers included USAID’s Gender Expert Leslie Gonzalez and Dr. Saba Gul Khattak, Member Social Sector Planning Commission of Pakistan. The training focused on specific areas including Overview of USAID Gender Policy, Understanding Key Gender Concepts & Disparities and specifically Mainstreaming Gender aspects in Projects and Organizations.



IR-1

IMPLEMENTING PARTNERS' AND HOST-COUNTRY INSTITUTIONS CAPACITY BUILDING NEEDS ADDRESSED THROUGH TRAININGS, TECHNICAL ASSISTANCE AND INTRODUCTION OF IMPROVED POLICIES AND PROCESSES

ASP's Intermediate Result-1 under the Program Objective "*Management Capacity of USAID implementing partners meets USAID standards for transparent and accountable utilization of USAID resources*" encompasses three of the program components i.e. Pre-Award Assessment, Capacity Building and Research. The program's hierarchical approach follows a step-wise process. The requirements and gaps of the beneficiary organizations are analyzed and collected through an institution specific technical Pre-Award Assessment process. This is followed by developing the Capacity Building plan for the organization based upon a standard Risk Mitigation Framework. The implementation of activities under the Capacity Building Plan is initiated after the formal approval of CB plan by USAID.

The third Program Component i.e. Research under this IR is technically independent of the remaining two components. However, the Assessment and Capacity Building interventions with the strategic Pakistani Institutions provide

lessons which inform the research undertaken. The ASP's research program focuses on policy reforms at national level. The major themes of research revolve around core areas of governance including Public Financial Management (PFM), and Policy Planning & Implementation.

The nature and number of interventions to be executed under each of these components are determined by USAID, as identification of the institutions to be assessed or

“ASP-RSPN attained 70% progress against the Outcome and Output Level Indicators of the Intermediate Result – I”

strengthened and the areas of research are determined by USAID as a matter of policy. However, for each assigned task, ASP-RSPN responded promptly and completed all the assignments in a prudent, judicious and professional manner.

ACHIEVEMENTS AGAINST THE PERFORMANCE INDICATORS

Exhibit-I

IR/Sub-IR	Indicator	Target	Progress
Implementing Partners' and host-country institutions capacity building needs addressed through trainings, technical assistance and introduction of improved policies and processes			
Capacity building needs identified through assessments of implementing partners	Number of assessments conducted	57	48
Evidence-based institutional capacity building plans developed	Number of USG-supported capacity building plans executed to strengthen the institutional capacity of implementing partners	13	2
	Number of USG-supported capacity building initiatives executed to strengthen the institutional capacity of implementing partners	138	35
	Number of USG-supported capacity building plans developed to strengthen the institutional capacity of implementing partners	11	11
Research-based management policies and procedures based on best practices developed	Number of research studies aimed at enhancing institutional capacity/ policies & procedures completed with USG assistance	4	3

IR/Sub-IR	Indicator	Target	Progress
	Number of success stories, case studies and research papers produced	4	3
	Number of policy and legislative reform advocacy workshops conducted through USG assistance	14	7

The description, approach, methodology and other details regarding each of the individual activities and sub-activities contributing to the results mentioned above (Exhibit-I) are given below:

1. Third Party Validation of Citizens’ Damage Compensation Program

Under Phase-II of Citizen Damage Compensation Program (CDCP), the Government of Pakistan announced a distribution of PKR 40,000 to the 2010 flood affected people based on the criteria of *'damaged house'*. The government and funding partners of CDCP decided upon a Third Party Validation (TPV) survey of damaged houses for the transparent and efficient utilization of donor money. In order to verify the accuracy of the beneficiary data before the release of Cash Grants, USAID assigned the task to ASP-RSPN. An important aspect of the survey was that it identified the weaknesses in the disaster-management infrastructures of the Federal and Provincial Governments, and provided lessons for improving the associated institutions involved with relief.

Based upon the implementation strategy of the approved [Inception Report](#) and continuing with the previous year’s activities, ASP-RSPN successfully completed TPV survey in the provinces/regions of Punjab, AJK, Sindh and Balochistan. The prompt completion of the



Surveyed Beneficiary in AJK, District Bagh

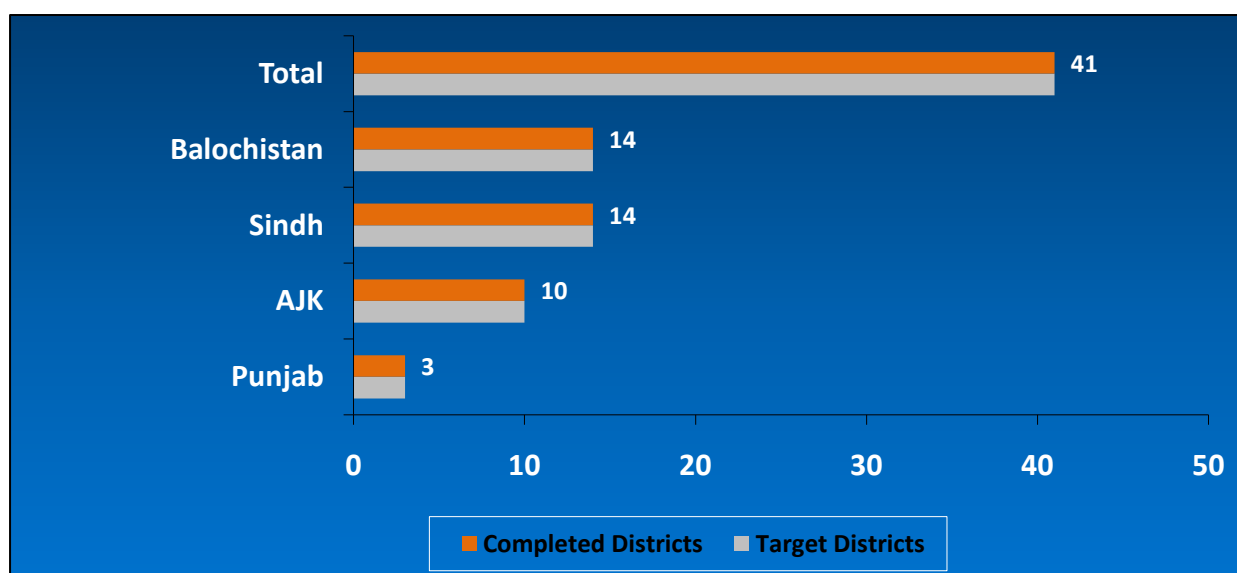


ASP-RSPN staff monitoring in the field

assignment was dependent upon the provision of timely lists from NADRA. A stratified-random sample of 196 households per district was selected for the Spot-Check Survey. Evidence was collected scientifically from the field, by interviewing households, collecting pictures of damaged houses and documenting the community notables' verifications. ASP-RSPN ensured the transparency and independence of the survey, and met the multiple challenges for producing fast-tracked and accurate results for each region/province approximately within one month of the receipt of data from NADRA. Effective M&E measures were taken by ASP-RSPN for ensuring the quality of collected data as well as the standardization of the process to be followed by the field teams.

The following graph represents the number of districts/assessments completed against the targets for each region and province:

Exhibit-II



During the year under report, ASP-RSPN completed the third party data validation activity in 41 districts and handed over the results to NADRA. Two districts of Balochistan i.e. Naseerabad and Jaffarbad came up with a substantial number of 'Not Found' cases, requiring NADRA to provide updated addresses of the households to ASP-RSPN. Except two districts in Balochistan, the Survey of districts was successfully completed in all four provinces. The lessons of this collaborative enterprise have been collected by ASP-RSPN in seven (7) reports, one for each Province/Region and a Federal report bringing all the threads of the experience together.

Third Party Validation of CDCP Program – A Success Story of Commitment & Professionalism

The floods of 2010 compelled millions to leave their homes and washed away their houses and sources of income. In order to provide quick relief to the affected population Government of Pakistan launched "Citizens' Damage Compensation Program" (CDCP), for direct cash transfer of Rs. 40,000 per household, funded by the Federal Government and International donors. However, to ensure transparency and it was made conditional to a Third Party Validation exercise to verify the lists of beneficiaries. ASP-RSPN was given the task to conduct TPV exercise independently and quickly.

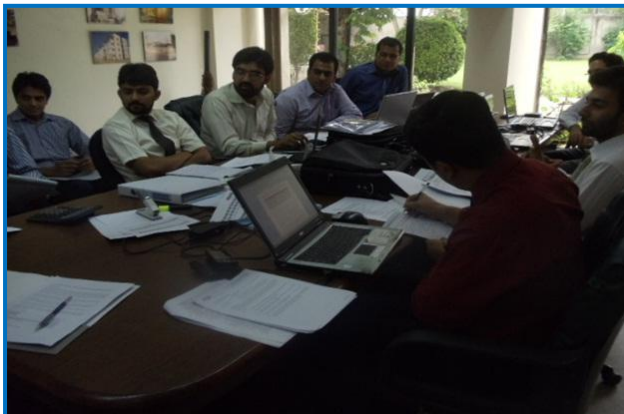
The validation survey was spanned over 80 districts in the four provinces, Gilgit Baltistan and Azad Jammu & Kashmir. The geographical spread was enormous; resultantly, the exercise was huge as well as organizational challenge in terms of project design, planning and implementation. In addition, accessibility challenges, communication delays and security problems made the exercise challenging and difficult. ASP-RSPN evolved a unique and innovative four-pronged TPV strategy ensuring: (i) a dynamic validation design supported by physical outreach, effective monitoring and evaluation, and multi-tier coordination mechanism; (ii) creation of a buffering mechanism to ensure that donors and governments are not directly involved in the validation survey; (iii) robust validation instrument to enhance the elements of transparency and credibility; and (iv) quality control mechanism through three-tier monitoring, double entry data systems and CNIC triangulation.

The validation exercise created a unique liaison between the Federal Government, Provincial Governments and International Donors, all working in a transparent and efficient framework to guarantee quick and effective recovery of the flood hit population. **An innovative and credible model has been created by ASP for reaching out to millions spread over remote and difficult terrain for validating data on losses.** ASP-RSPN is proud to advance a collaborative model of TPV successfully implemented, under the aegis of US Government's invaluable assistance in this field.

2. Pre-Award Assessments of USAID Partner Organizations

ASP-RSPN conducts Pre-Award Assessments of possible USAID fund recipient organization to assess the risks in their management systems. The assessment focuses on the internal controls, administrative and financial management systems and verifies their adequacy for effective utilization of US government resources. An Assessment Framework, formally approved by USAID is being followed to carry out the individual assessments. The assessments are being done by an OIG approved Chartered Accountant firm to ensure the independence of the assessment. ASP-RSPN provides USAID with a quick assessment making mechanism (2-3 weeks). The assessment reports especially focus on procurement system, M&E, governance & management structure and human resource management.

During the current year, five Pre-Award Assessments of private-sector organizations 'Construction Consultancy' firms involved with USAID in various ongoing projects and GoP's National Highway Authority (NHA). NHA's draft assessment report has been shared with USAID for which the comments are awaited. The Construction firms for which the assessments were done are:



Entrance Meeting with Echo West International Pvt. Ltd. at Lahore



Pre-Award of Izhar Construction underway: Project Director Punjab ASP-RSPN visits their Head Office

- EA Consulting Pvt. Ltd, Karachi
- Izhar Construction Pvt. Ltd, Lahore
- Echo West International Pvt. Ltd, Lahore
- Matracon Pakistan Pvt. Ltd, Islamabad
- Qavi Engineers Pvt. Ltd, Islamabad

3. Capacity Building of Provincial & Federal Level Institutions

The Capacity Building interventions are designed to support Pakistani organizations in:

- Immediate Project Design; Development and Finalization of PC-I for projects
- Improving/Developing Policies, Procedures and Systems; enhancing the capacity of Pakistani organizations in HR management, Internal Controls, Monitoring & Evaluation, Accounting and Procurement systems
- Provision of On-the-Job technical assistance to staff of the beneficiary organizations

3.1 Capacity Building of Municipal Services Delivery Program Sindh

MSDP assisted by USAID has been designed to achieve improved municipal service delivery to address the basic needs in selected TMAs of Sindh province. USAID has provided USD 76.65 million for the Program. It revolves around four broad objectives; improvement in basic service delivery through infrastructure upgrades and citizen engagement; establishment of a collaborative partnership between USAID and government for improved policy design and implementation; development of a local MIS; and enhancing the capacities of local government administration. Sindh's Planning & Development department is the implementing agency. The primary focus of the program is on provision of safe drinking water, improved sanitation services and solid waste management services. The program stands included in the Sindh Provincial ADP (2012-13) with an allocation of Pak Rs. 150 million. The Project Director has been nominated by the GoS and subsequently, both foreign and local currency Assignment Accounts have been opened.

MSDP PC-I – A model document in municipal planning and development

In order to improve the municipal services in Sindh, USAID committed funding through PSDP. ASP-RSPN was given the task to develop the project design with the help of technical experts. The ASP designed PC-I document provides a good example of project formulation process that engaged technical experts, government departments and donors to evolve a program that is realistic, measurable and sustainable. The PC –I development took half the time as compared to PC-I's formulated by the government departments. The proposal contains measurable results and value for money indicators. The project provides other donors, municipalities and provincial governments with a reference framework in this field. The PC-I is based on a system of standard indicators and monitoring plan which was developed in consultation with stakeholders.

As per the Capacity Building plan, ASP–RSPN is providing assistance to the GoS for MSDP in three phases, explained below:

- The first phase of the CB Plan included preparation of PC-I; ASP-RSPN developed the PC-I during the first year (2010-11) which after approval from various forums and technical committees i.e. PDWP and CDWP, was finally approved by ECNEC on 16th August 2012
- The second phase comprises of development of required manuals viz: Financial Management, M&E, Need Assessment, Procurement and HR Management. All five manuals have been shared with Project Director (PD) MSDP and USAID.
- The third phase of ASP-RSPN intervention intends to provide on the job technical assistance on the implementation of frameworks and manuals. ASP-RSPN is in the process of engaging experts for the third phase. These experts, in addition to handholding of PMU staff, will also work on detailed manuals for each of the above mentioned areas. The third phase will be initiated upon establishment of PMU by the GoS

Establishment of PMU: MSDP has been able to mobilize a three-member team from the GoS including Director Finance, Procurement Specialist and a HR & Admin Officer for establishment of PMU. The first Program Steering Committee meeting held on 14th June 2012 approved inter alia the six towns of Larkana and Hyderabad Divisions to be covered under the program and the MSDP team is in the process of developing 1st year work plan.

3.2 Capacity Building of Sindh Basic Education Program

SBEP is another USAID assisted program in Sindh worth USD 165 million which is being implemented by the Provincial Education Department. The goal of the Sindh Basic Education Program is to increase and sustain student enrolment in primary, middle and secondary schools. The integrated program covers institutional issues of low literacy rate in rural Sindh. ASP-RSPN as per the approved Capacity Building Plan provided three-phased assistance to the Education Department of GoS for SBEP. During the first phase ASP-RSPN developed the project's PC-I in three weeks; supporting the department's immediate project design requirements. The PC-I was developed during the first year of ASP implementation.

During the current year, ASP-RSPN developed the project's operational manuals. These included manuals for Procurement Management, Monitoring & Evaluation, Financial

Management and HR/Administration. This is a missing element in case of PSDP and ADP projects in Pakistan i.e. non-availability of Standard Manuals and SOPs for the projects' staff, resulting in confused and unreliable decision making. ASP-RSPN with the support of GoS & USAID standardized the processes for all operational areas in the form of specialized manuals for the project.

Policies & Procedure Made Comprehensive and User-Friendly (SBEP Sindh)

Under the second phase of ASP partnership with Sindh Education Department, policies and procedures manuals on HR, FM, M&E and Procurement were developed for the SBEP program. The aim was to make policies and procedures comprehensive, but easy and understandable for employees. The three major improvements made through ASP-RSPN technical support was to simplify the language, to make policies robust and comprehensive and propose mechanisms for better enforcement. ASP-RSPN explicitly took into account the financial transparency requirements of USAID. This is one of the few projects, where comprehensive manuals have been developed having the concurrence of both government and donors. This is a generally a missing element in government projects i.e. non-availability of Standard Manuals and SOPs for the projects' staff. ASP-RSPN is paying special attention to the culture of developing a linkage between manuals and operational decision-making.

The Third Phase of assistance which will be initiated after the establishment of project's PMU involves provision of on the job technical assistance for the implementation of frameworks and manuals. ASP-RSPN is in the process of engaging experts for the third phase. These experts, in addition to handholding of PMU staff, will also work on detailed manuals for each of the above mentioned areas.

3.3 Establishing Internal Audit Function in all departments of KP

One of the recommendations of the Donors' Conference on Reforms in KP, held in June 2012, included the Establishment of Internal Audit function in all the departments of KP down to the district level. ASP-RSPN took the initiative and during the last quarter of current year completed its discussions on the detailed aspects of the assignment with the Department of Finance KP. Subsequently, ASP-RSPN prepared a detailed Capacity Building plan which was approved by USAID in September 2012.

During the first phase, ASP-RSPN plans to conduct the Internal Audit of Pensions and Payroll of GoKP, along with covering the C&W, P&D, Education and Health Departments.

By the end of current year, ASP-RSPN successfully created a liaison between its team of experts in the field of Internal Audit and the Provincial Finance Department. This coordination was a vital step for getting the government's buy-in for this strategic assignment. The auditors/experts have completed almost 60% of the work on the Internal Audit of Pensions, chosen as a priority task on the request of GoKP.

Besides conducting the Internal Audit of above mentioned areas/departments as a Pilot Phase, the CB Plan also encompasses the establishment of Internal Audit structure in the province which includes Development of Internal Audit, Governance Structure, Development of Internal Audit Manual/Code and Capacity Building of the Provincial Internal Audit staff.

3.4 Strategic Planning and Needs Assessment of the Auditor General of Pakistan

Capacity Building support to the Supreme Audit Institution of Pakistan has been a strategic initiative taken during the last quarter of current year. The key objective of ASP-RSPN' support for Auditor General of Pakistan is to ensure sustained development of core skills and capabilities to optimally utilize in



Consultation for Needs Assessment of AGP at AATI, Islamabad

Strengthening the Scope of Supreme Audit Institution through Strategic Planning & Needs Assessment

ASP-RSPN helped the Auditor General of Pakistan (AGP) in the development of an Independent Needs Assessment Framework for the Department. The Auditor General of Pakistan ¹(AGP) is the prime institution in the country for ensuring public accountability and fiscal transparency in government operations. ASP's assistance to the AGP in conducting this vital Needs Assessment is based on the principles laid down by the International Organization of Supreme Audit Institutions (INTOSAI). The process is an innovative way to identify and prioritize needs of an institution by its own management. The ownership of the process is evident from the fact that the Auditor General has taken the lead during the whole process. The needs assessment framework can serve as useful resource and reference for other public sector institutions.

The Needs Assessment Framework developed primarily focuses on the following:

- Institutional Aspect: laws, regulations, procedures, formal conventions (within which the DAGP operates)
- Organizational Systems Development: strengthening the existing structures and systems of the organizations to achieve its goal efficiently and effectively
- Human Resource Capacity: knowledge and skills of DAGP employees

fulfilling its mandate effectively. The assignment consists of two main components:

- Development of a Strategic Plan for AGP based on Needs Assessment
- Development of a program document

To ensure an effective and efficient implementation mechanism of this assistance through ASP-RSPN, AGP constituted two Steering Committees. These Steering Committees were also constituted during the last quarter of reporting year. Several consultations and meetings were held with AGP's senior management including Deputy Auditor General of Pakistan. A team of in-house and external experts has been deployed for carrying out the Needs Assessment exercise which is likely to be completed in October 2012.

3.5 Establishing Institutional Infrastructure of Provincial Public Procurement Regulatory Authorities

ASP-RSPN has undertaken the task of promoting an efficient and effective Procurement Regulatory Regime in the country. Realizing the importance of regulatory body for managing the public procurements and its linkage with the transparent and accountable utilization of resources, USAID has prioritized the assignments of establishment and improvement of KP and Sindh PPRAs respectively. Both the Capacity Building plans were approved in the last quarter of current year.

3.5.1 Sindh Public Procurement Regulatory Authority

SPPRA was established in 2009 and has been delegated necessary powers under the Sindh Public Procurement Act 2009 and Sindh Public Procurement Rules 2010 of prescribing regulations and procedures for public procurements by public sector organizations with a view to improve governance, management, transparency, accountability and quality of public procurement of goods, works and services. During the last quarter, multiple deliberations were held with SPPRA regarding their capacity needs; ASP-RSPN prepared a Capacity Building plan of SPPRA which was approved by USAID in July 2012. A meeting with MD-SPPRA was held on July 27, 2012 to discuss the action plans. Presently, ASP-RSPN is in the process of deploying a team of experts for the implementation of Capacity Building plan. As a start-up activity, PPO-Karachi along with SPPRA has planned three trainings of procurement related staff to be held in Karachi, Hyderabad and Mirpurkhas during the coming two months.

Learning from each other by creating linkages between PPRAs – ASP’s Catalytic Role

The SPPRA is at the most advanced stage of development in comparison to other procurement authorities at the provincial level. ASP-RSPN organized a three day Exposure Visit for the representatives of the Finance Department of the Government of Khyber Pakhtunkhwa (GoKP) to visit the Sindh Public Procurement Regulatory Authority (SPPRA) and learn from their experiences. This kind of learning process by creating linkages among institutions with a same kind of mandate was new to the public sector organizations and helped GoKP officials understand the various stages of institutional development. Furthermore, it developed an understanding amongst the GoKP officials about the: structure, systems and procedures, working capacity, constraints and oversight mechanism of the SPPRA. Valuable inputs emerged from this collaborative learning process.

3.5.2 Khyber Pakhtunkhwa Public Procurement Regulatory Authority

Establishment and Capacity Building of Provincial PPRA is part of the KP’s PFM reforms agenda, as highlighted in the ‘Donors Coordination Meeting on KP Reforms’ held on June 22, 2012. Based on the conference’s recommendation, USAID approved the CB plan for KP-PPRA in August 2012 for provision of assistance through ASP-RSPN. During September 2012 ASP-RSPN convened several meetings with KP government for finalization of the Work Plan. ASP-RSPN is in the process of engaging experts for all the agreed areas including Development of M&E and HR manuals, Review of Procurement Code/Rules, Development of Regulations & SOPs, Preparation of Standard Bidding Documents, Website Development, Development of Grievance Redressal System and Training of Staff. The Public Procurement of Goods, Works & Services Act 2012 has also been passed by the Provincial Assembly on September 03, 2012. ASP-RSPN teams played the role of a catalyst in getting the bill passed from the provincial assembly.

3.6 Project Design Support to the Health Department Government of Sindh

ASP-RSPN was assigned the task of developing ‘Project Design Document’ i.e. PC-I for the USAID funded Jacobabad Institute of Medical Sciences (JIMS) commonly called the District Headquarters Hospital, Jacobabad. ASP-RSPN facilitated and conducted a stakeholder’s meeting of JIMS including USAID, District Administration, Finance, P&D and Health Departments on July 9, 2012 to discuss PC-I and other related matters. Based on the recommendations of the meeting, the PC-I was developed and submitted to Sindh Health Department. The final version of PC-I after incorporating the comments of USAID and other stakeholders was submitted to Health Department and USAID on September 08, 2012.

3.7 Project Design Support to the Agriculture Department GoKP

Preparation of PC-I for the Command Area Development Project of Gomal Zam Dam - Agriculture Department (KP) was assigned by USAID to ASP-RSPN. This project has an overall funding of US\$ 91 million and aims at making 163,000 acres (app.) of land cultivatable through the project.



Meeting with Secretary Agriculture KP on PC-I

The PC-I was developed during the last quarter of current year and has been submitted to Agriculture Department KP. Meetings were held with Agriculture Department and USAID on cost benefit ratio (CBR) and Result Based Management (RBM) and subsequently comments were incorporated in the final version of PC-I.

3.8 Capacity Building of PaRRSA – Khyber Pakhtunkhwa

Provincial Reconstruction, Rehabilitation and Settlement Authority has been created to look after the reconstruction, rehabilitation and settlement of the crisis hit areas in Khyber



Monthly Project Advisory Committee Meeting at PaRRSA with Secretary Relief, Rehabilitation & Settlement KP

Pakhtunkhwa. This organization is mandated to take up the projects proposed under the various support funds created by the Friends of Democratic Pakistan and other International Partners. The Capacity Building assignment of PARRSA has been initiated during the last quarter of the reporting year. Initial assistance was extended to complete post-project review of Khwaza Khela Bridge; technical assistance was provided in revising the recruitment & selection procedures, time sheet templates, JDs and Invoicing templates for PaRRSA which constitutes the Phase-I of CB Plan.

Table Showing Completed Tasks

Task Description	Duration	Status
Revision of Manual for Financial Management	July 12 to September 12	Activity completed
SOPs for utilization of funds at PDMA & district level	September 12 to December 12	Submitted to PDMA
Development of TORs for Market Assessment Survey	July 12 to August 12	Developed and shared with PDMA.
Manual for Procurement Management	July 12 to October 12	Manual revised in light of KP PPRA Act, 12
Strategy for development of Procurement plans developed and implemented	July 12 to October 12	Manual revised in light of KP PPRA Act, 12
Development of Physical & Financial Progress Reporting Formats	September 12	Physical progress, Monitoring Report and Construction Monitoring Report for PaRRSA approved
Job descriptions developed and approved for all PDMA/ PaRRSA staff.	July 12 to September 12	Developed and shared with PDMA and PaRRSA
Training needs assessed for all PDMA/PaRRSA sections, DDMUs and associated line departments	June 12 to September 12	Conducted TNA and Developed report
HR Training Program/Module(s) developed	September 12 to October 12	Training module developed
Review of mechanism for issuance of NOCs/MOUs to Donors/Implementing Partners/NGOs etc.	July 12 to October 12	Completed
Review of mechanism for M&E & reporting of reconstruction and rehabilitation activities of NGOs/INGOs	July 12 to November 12	Completed

The Phase-II of CB assignment involves Development of Policies, Procedures and Systems for PaRRSA along with a continuous On-the-Job assistance for bringing PaRRSA's staff and systems in line with the systems developed as per the international standards. A dedicated team of experts was deployed and has been working with their counterparts in PARRSA since last quarter of current year 2011-12. In this regard, first meeting of the Project Monitoring Committee (PMC) was held on September 12, 2012. The support team is involved in reviewing the policies and procedures i.e. manuals and other regulations related to PDMA/PARRSA. A computer-based 'Milestones Tracking System' has been designed upon request from PARRSA and accordingly shared with them, along with the continued Provision of day-to-day support is continuing as planned.

3.9 Capacity Building of Health Services Academy Islamabad

ASP-RSPN has partnered with the HSA Islamabad which plays a key role in developing Public Health Leadership for the country. The HSA was established in 1988 to provide short training courses to in-service public health practitioners & professionals. The promulgation of HSA Ordinance, 2002 gave it an autonomous status. Over the years, it has established itself as the premier research & teaching institution of public health.

The capacity building of Health Services Academy is one of the strategic Capacity Building interventions of ASP-RSPN. The pre-award assessment of HSA indicated that the Academy required assistance in the formulation of policies and procedures, preparation of financial statements on a regular basis, lack of adequate human resource personnel in the finance department, internal audit, usage of latest accounting software and preparation of bank reconciliation statement. During Phase-I of the implementation of CB plan technical assistance was successfully completed in the preparation of bank reconciliation statements, financial reports, recruitment of additional staff, redesigning of the organogram and training of the finance team in using the accounting software Peachtree.

The second phase of Capacity Building includes Development of Policies & Procedures in the areas of HR/Administration, M&E, Procurement and Internal Audit. During the last quarter of current year main progress has been made in implementation of the Phase-II. The team of experts initiated the development of policies and procedures in areas including HR/admin, M&E, Procurement, Financial Management and Internal Audit as part of Phase-II. The team is also imparting trainings related to policies and procedures. Day to day technical support is also being provided and will continue for the next three months as per the approved plan.

3.10 Capacity Building of Small and Medium Enterprise Development Authority

The importance of SMEDA in promoting private sector initiatives, enhancing product development and employment generation is well understood. SMEDA was established in 1998 to take on the challenge of developing Small & Medium Enterprises (SMEs) in Pakistan. As an autonomous body of the Ministry of Industries & Production, SMEDA is working with a futuristic approach and professional management structure having focus on providing an enabling environment and business development services to small and medium enterprises.

A capacity building plan detailing areas of intervention linked to financial, procurement, human resource and administrative management, rules and regulations and monitoring & evaluation has been shared with SMEDA and USAID. SMEDA's capacity building has been divided into two phases. During Phase-I the target is to prepare relevant policy and procedure manuals in the above mentioned areas. And during Phase-II on the job technical assistance and trainings will be introduced in order to help the staff adapt to the new/ revised policies and procedures introduced during Phase-I.

Currently selection of a team of experts is in progress for institutional capacity building. The work on Phase- I is expected to start during October 2012.



ASP-RSPN's Mid Review Meeting with SMEDA management at Lahore

3.11 Capacity Building of Secretariat Training Institute Islamabad

STI is a training forum of government cadres who comprise the first tier of policy formulation and feedback to government. STI works with the public sector organizations for developing and delivering high quality need based training programs related to secretariat work as well as in the field of management to improve skills and bring attitudinal change among the Government functionaries so that they are able to perform their duties in an efficient, effective and economical manner.

ASP-RSPN is providing assistance in the review of curriculum/content development, support in training delivery, Website upgradation and development of an Internal MIS. The assistance also focuses on a possible collaboration with STI for dissemination of ASP-RSPN's research findings and recommendations by using the STI forum. During September 2012, the Request for Proposals for development of MIS & upgradation of website was advertised in the newspapers for which responses will be received in October 2012 and accordingly the selected firm will be mobilized. Also the Specialists/Experts for Guest Lectures are being identified in consultation with STI. The Revision of Curriculum and ToT shall be taken up in Nov 2012 as desired by STI.

3.12 Training on Revolving Fund Account (RFA)

The training package developed by ASP-RSPN has received positive feedback from the participants and policy-makers alike, including USAID. ASP-RSPN conducted three trainings on Assignment Account/RFA during the current year. Under its Research component ASP-RSPN completed a study on "Revolving Funds Account for Development Projects in Pakistan" and identified issues in the establishment and operation of RFAs. Accordingly an updated procedure has been proposed to the Ministry of Finance for adoption. Following the recommendations of the study, ASP-RSPN conducted these trainings.



Training on Assignment A/c Sep 18-19, 2012 at Islamabad



Training on Assignment A/c July 16-17, 2012 at Karachi

Strengthening Pakistani Institutions – Building a Stronger Pakistan

The first training was held at Pakistan Academy of Rural Development (PARD), Peshawar KP from July 12-13, 2012. Twenty five (25) participants from various departments attended the training including AG office KP, PaRRSA, MSDP-KP, P&D Department KP, Finance Department KP, Agriculture Department KP & National Bank of Pakistan.

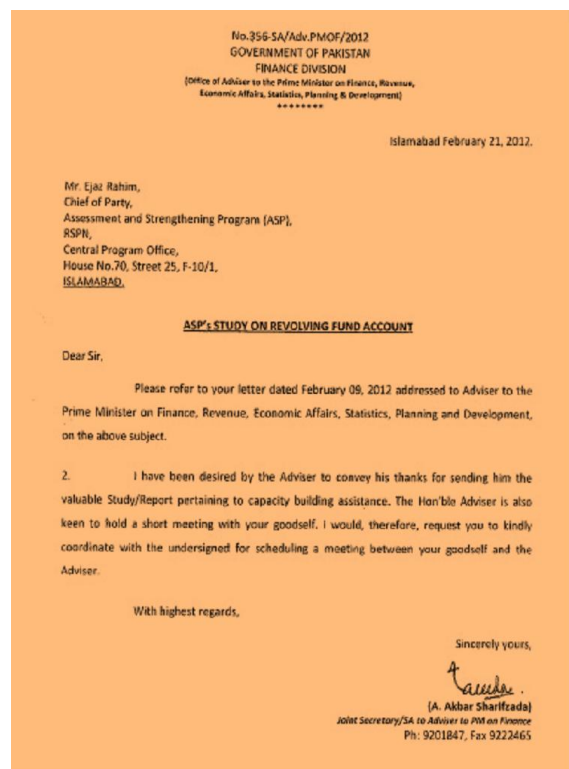
The second training on assignment account was held at Pakistan Institute of Management (PIM) Karachi, Sindh, on July 16-17. Eighteen (18) Participants from various government departments including MSDP-Sindh, Finance Department Sindh, AG office Sindh, PPRR Sindh, Sindh Education Reforms Program and USAID attended the training.

The third training was held at the federal level. Thirty five (35) participants attended the training. Trainings were delivered by experts having vast experience of the Public Sector Financial Management and Training. Officials from Federal and Provincial Agriculture, Finance and Planning Departments, USAID & USAID-funded Programs participated in the training.

The sessions in all these trainings covered detailed aspects related to Government's Accounting System and RFAs/ Assignment Account. The specific topics covered during these trainings include opening of RFAs, commitment accounting under the new accounting model, accounting, reporting procedures and audit of assignment account.

3.13 Research Study on Assignment Account

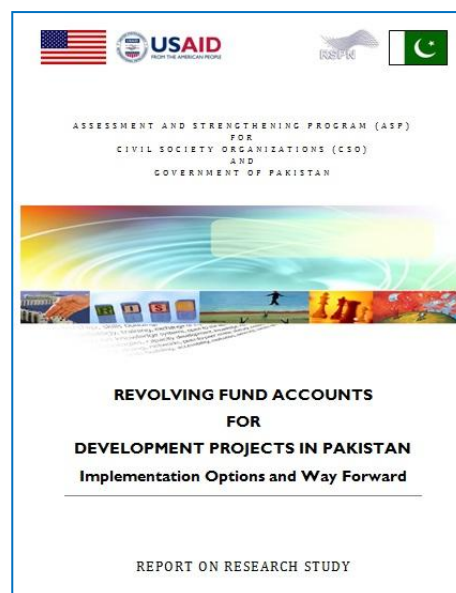
ASP-RSPN completed research on Revolving Fund Account (RFA)/ Assignment Account during Year-I (2010-11) and submitted a policy-reform-oriented report on the subject to both the government and USAID. The study aimed at exploring critical areas that needed improvements, for expeditious fund flow to the development projects, to achieve the development objectives of these projects. The study recommends systemic, management level, procedural reforms to ensure effective utilization of development seedlings both local and foreign by removing bottlenecks and ensuring transparency and accountability. The research process involved all the stakeholders in the government and development partners through a series of



Letter from the Federal Minister for Finance to the CoP ASP-RSPN

consultations and workshops. The report was shared with the Federal Minister for Finance, as well as the Finance Secretary. The Federal Minister for Finance conveyed his appreciation to the Chief of Party ASP-RSPN for undertaking the research study.

During the last quarter of current year ASP-RSPN had detailed discussions with the Federal Ministry for Finance and shared the research report having the recommendations for procedural and functional improvements of the Assignment Account. The relevant Additional Secretary and Joint Secretary of the MoF, while acknowledging the useful inputs from



[Final Research Report on Assignment A/c](#)

ASP-RSPN, showed their willingness in taking the lead for implementation of the proposed improvements for operation of Assignment Account. In this regard, ASP-RSPN plans to conduct a 'Stakeholders' Conference' having representation from federal ministries and provincial departments. The recommendations will be discussed and finalized in the Conference and a revised procedure will be proposed to the MoF for implementation.

3.14 Planning & Development Architecture in Pakistan: A Strategic Review

Government of Pakistan undertakes Planning and Development process by producing various types of plans like Public Sector Development Program (PSDP), Annual Development Plan, five years plan etc. Research in the recent years signifies that development architecture in Pakistan has undergone many changes over time indicating a downward trend in the planning machinery and systems. A study was conducted to help the Government of Pakistan in two ways:



[Focus Group Discussion with representatives from P&D department Punjab, Lahore](#)

firstly, it aimed to augment and support the on-going efforts by the government in bringing positive changes in the planning and development systems and institutions. Secondly, this will help the government in implementing the 18th constitutional amendment by

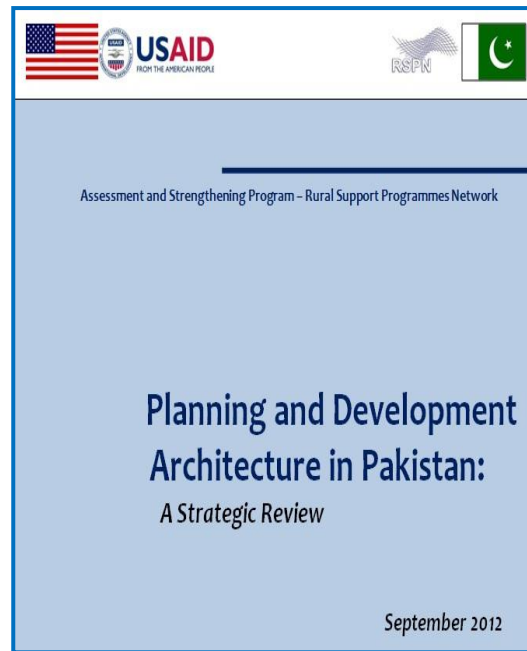
decentralizing the powers to the provincial governments and strengthening those institutions to carry out their new role.

"This research not only identifies the issues surrounding the design, approval and implementation of development projects but also suggests a practical way forward for streamlining systems and policies to improve the efficiency and thus, the impact of development planning in the country."

A strategy paper on planning and development architecture was approved by USAID in the last quarter of reporting period. The research activity

was formally initiated in November 2011. Multi-phase research methodology was employed for the study including a detailed literature review of the Commission's manuals and guidelines, rules and regulations and instructions issued by the federal and provincial government department for governing development projects in the country. Primary data collection was carried out through in-depth interviews and Focus Group Discussions with the selected stakeholders in the Planning Commission, provincial Planning and Development Departments, Project Directors etc in all the four provinces. The information collected from the data sources was analyzed and compiled in the form of this report. The report was formally reviewed by the officials from Planning Commission and regular meetings were also organized with them at several stages in order to substantiate the final outcomes of the study.

The research findings were submitted to USAID on September 28th, 2012. In order to bridge the research to policy gap, the study was formally shared with Planning Commission to consider the recommendations given in the study and adopt them as part of the Government's reforms agenda. ASP-RSPN also proposed that in the first place, stakeholders' consultations conference shall be convened by the Planning Commission on these recommendations. Moreover, advocacy workshops will be held to disseminate the results of the research undertaken by ASP-RSPN.

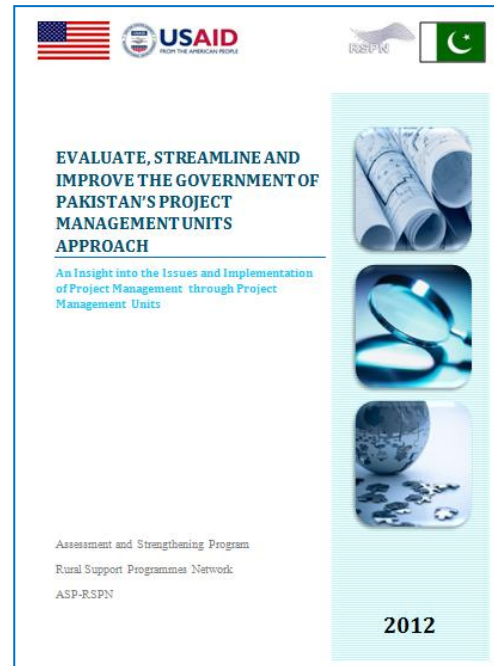


Final Report of Research on GoP's Project Cycle

3.15 Evaluate, Streamline and Improve the GoP’s PMU Approach

All governments along with their national and international development partners seek better governance options for implementing development projects. Project Management Units (PMU) is one such mechanism in which a development a project is implemented by a specialized body comprising of specialists, relatively independent of the normal governed departments, although governed by the government systems and policies.

ASP-RSPN initiated a study, with the approval of USAID to look into the effectiveness and efficiency of the structures and mechanism adopted by PMUs and how these can be improved in order to have more robust, functional, efficient and effective PMUs.



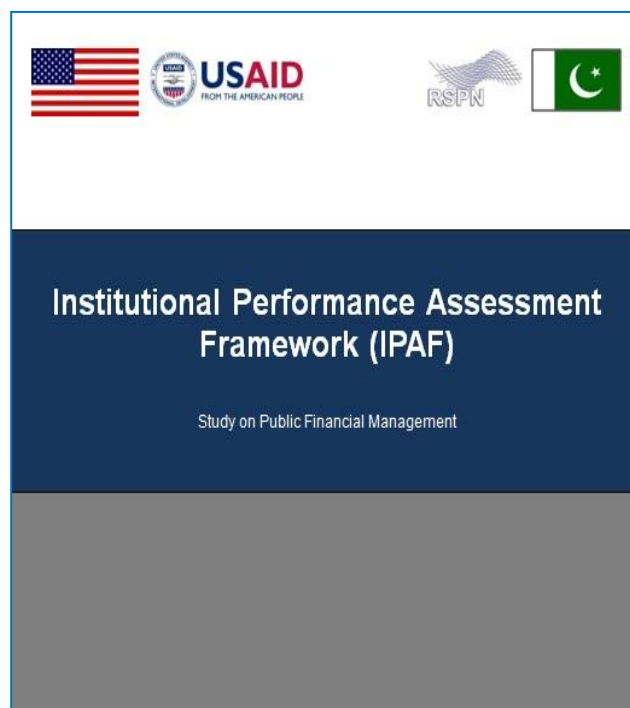
Final Report of Research on PMUs

PMU mechanism forms the implementation part of a Project Life Cycle. The research approach adopted by ASP-RSPN was consultative. It proceeded by taking the relevant stakeholders on board in the form of detailed consultations, focus group discussions and analyzing real situations i.e. ongoing development projects. The research findings were shared with USAID in September 2012. After detailed review of the report and recommendations by the officials of Planning Commission and other experts the study was finalized and formally shared with Planning Commission to consider the recommendations of the study. A sound basis for partnering with the Planning Commission of Pakistan has thus been established.

3.16 Public Financial Management - Institutional Performance Assessment Framework (IPAF)

A comprehensive and efficient Public Financial Management (PFM) framework plays a fundamental role in ensuring judicious and productive use of public resources with the resultant benefits on service delivery and long term economic success.

ASP-RSPN initiated a study to develop a robust Public Financial Management Assessment Framework providing a snapshot of the performance of various institutions involved in core PFM activities - the Intergovernmental Fiscal Transfer system, Planning & Budgeting, Procurement, Accounting, External Audit and Legislative Oversight. The research assignment was formally launched during the last quarter of the reporting year with USAID's formal approval. The team of experts was engaged for the activity with Mr. Nawid Ahsan, former Secretary General Finance, Government of Pakistan as the team lead, to design IPAF and allowing the Governments and Development Partners to assess the gaps and strengths at the institutional level.



Draft PFM Assessment Framework Report

ASP-RSPN made a significant breakthrough by creating an Advisory Group for this strategic GoP related assignment with the Ministry of Finance taking the lead. MoF formally notified the formation of Advisory Group on IPAF having Mr. Abdul Khaliq, Additional Finance Secretary (Budget) as the Chairperson and members from different federal & provincial ministries/divisions and departments. Their names and designations are attached as [Annex-I](#).

ASP-RSPN's constituted team developed the draft assessment framework and submitted to USAID during the last quarter of current year. After submission, ASP-RSPN along with USAID is presently reviewing this strategically important assessment framework. In this regard; three meetings have been held in the reporting year. The discussions in the meetings focused on scoring methodology and performance scoring questionnaire of the framework. The framework will be finalized after incorporating all the comments of stakeholders in the coming quarter. The PFM work has created a sustainable basis for continuing reform in Pakistan's key institutions.

Stakeholders' Consultation Conference on PFM Assessment Framework

A Stakeholder's Consultation Workshop on the Assessment Framework of Public Financial Management (PFM) in Pakistan was held on July 11, 2012 at National School of public policy (NSPP) Lahore to take the ownership of the Government departments on the subject. The event was jointly organized by Assessment and Strengthening Program – RSPN and NSPP.

The conference primarily aimed at bringing on board the stakeholders involved in the PFM cycle at the federal and provincial level and building a consensus in developing a comprehensive public financial management framework that can also be negotiated with donors as a common PFM assessment tool for Pakistan.

The participants of the workshop included senior officers of the federal and provincial governments representing Ministry of Finance, Provincial Finance Departments, Controller General of Accounts and Provincial Audit Departments along with participation by USAID.



11-July-2012: 1st Stakeholders' Consultation Workshop on PFM Assessment Framework at NSPP Lahore

The outcomes of the conference provided an opportunity to formulate a PFM strategic committee that would contribute in future coordination by using the experience of stakeholders. The participants of the conference also anticipated that conference would

result in positioning PFM as an agency of a strategic reform process with contributions from all the financial departments of the country.

The conference also put forward the recommendations in the form of notification of a working group of all the stakeholders to hold periodic discussions on the public financial management.

Focus Group Discussions on PFM

Two focus groups (FGDs) were held at Islamabad and Karachi. The FGDs aimed to carry out further consultations on the draft PFM assessment framework shared in the Stakeholders' Consultation Conference at NSPP. The FGD at Islamabad was held on August 8, 2012 and FGD in Karachi was held on August 10, 2012. Officials from Federal Ministries & Departments, Education & Health Department of Provincial Government of KP, Punjab Finance Department and USAID attended the meetings.



08 August 2012: Focus Group Discussion on PFM Assessment Framework at Islamabad

Comprehensive Testing of IPAF

In the next phase, ASP-RSPN is mandated to instigate the comprehensive testing of the framework to assess IPAF from all aspects ranging from the relevance of the performance indicator to the functionality of the results. Comprehensive testing is essential for development of an Assessment framework as the results/responses will determine the breadth and depth, the relevance of indicators and realism of the framework.

Government Taking Lead in PFM Reform Initiatives

ASP-RSPN has been able to generate Government's confidence and commitment for Public Financial Management in Pakistan. An excellent example has emerged in PFM Assessment Framework Development Process. Ministry of Finance of the Government was rigorously pursued and the importance of initiative was mutually agreed before initiating the research assignment. Resultantly, the Ministry notified an advisory group to steer the process of PFM framework development work. Subsequently, the ministry advocated other institutions involved to help team of experts. The modality of achieving congruence of vision and adoption of a common plan may be cited as a best practice in this field.

IR-2

COMPLIANCE VALIDATIONS PERFORMED TO ENSURE SMOOTH IMPLEMENTATION OF THE NEW POLICIES AND PROCEDURES

ASP's Institution specific interventions follow a step-wise three stage procedure. In the first stage, institution's gaps and needs are identified through an **Assessment** process carried out by a Chartered Accountant (CA) firm; in the second stage, the identified requirements and risks are mitigated via implementation of a comprehensive and institution specific **Capacity Building** plan; and finally in the third stage, **Validation** of the Institution's systems is carried out to re-assess the risk levels. The Validation of any GoP or private sector organization is also done through a CA firm and focuses on periodic evaluation of an institution, measuring the level of compliance in comparison to the findings of assessment and implementation of the capacity building plan. IR-2 covers the activities to be implemented under the Validation component of program.

At the start of the current reporting year, ASP-RSPN and USAID while finalizing the annual targets under this result area aimed to complete validation of ten (10) Pakistani organizations based on the assumption that USAID will identify the target institutions, as done for Pre-Award Assessments and Capacity Building assignments.

ACHIEVEMENTS AGAINST THE PERFORMANCE INDICATORS

Exhibit-1

IR/Sub-IR	Indicator	Target	Progress
Annual compliance validations performed to ensure smooth implementation of the new policies and procedures	Number of assessed potential USAID partners with improved implementation of USAID standards	10	1

IR/Sub-IR	Indicator	Target	Progress
	Number of annual validations completed to re-assess level of institutional capacity for effective utilization of USG resources as a result of USG investments.	10	1

The program design required intimation from USAID for completing validations/re-assessments of identified organizations. However, the validation exercise for any organization is dependent upon the completion of all capacity building activities for that specific entity. The uncompleted CB activities of various Pakistani institutions being handled by ASP-AiD and ASP-RSPN lead to shifting the targets from current year to the next year. During the third year, ASP-RSPN is expecting a large number of organizations to be validated and re-assessed against the capacity building support extended in the current reporting year.

ASP-RSPN completed the validation exercise of '**Trust for Democratic Education and Accountability**' (TDEA) during the current year. TDEA is a National level non-profit organization implementing one of the USAID funded (USD 45 million) Citizens' Voice Project. The validation exercise conducted by a CA firm and was completed during June 2012. USAID has also requested to initiate validation of 'Abacus Consulting' for which the assignment will be initiated in October 2012, after completion of preliminary planning and firm selection process.

IR-3

AWARDEES CAPACITY TO CONDUCT PRE-AWARD ASSESSMENTS, VALIDATIONS, RESEARCH, AND MANAGEMENT TRAININGS ENHANCED

Intermediate Result - 3 of ASP's Results Framework focuses on building the institutional systems of the three awardees of the program i.e. ASP, RSPN and NRSP. The specific areas of focus include Policies & Procedures, General & Specialized Trainings and IT Systems Development.

During the current year, ASP-RSPN planned and successfully executed various capacity building initiatives for the staff including comprehensive training on Gender related issues in office environment, incorporating Gender aspects in the Capacity Building plans of ASP's beneficiary organizations and the PC-Is of government implemented projects. The revision and improvement of the Awardees Policies & Procedures was also part of current year's agenda. The following section shows progress against IR-3 Performance Indicators and the details of activities completed during the current year.

ACHIEVEMENT AGAINST THE PERFORMANCE INDICATORS

Exhibit-I

IR/Sub-IR	Indicator	Target	Progress
Awardees capacity to conduct pre-award assessments, validations, research, and management trainings enhanced	Awardees Capacity Building Plans developed		
	Number of capacity development initiatives undertaken by awardees including training for effective management of their respective programs	31	17

1 TRAINING OF STAFF

1.1 Gender Sensitization Training

The Gender Sensitization Training was held at ASP's CPO on November 21, 2011 which was attended by 22 participants (2 women, 20 men) from ASP. The auxiliary staff also participated in the training. The training was designed to familiarize the participants with the basic understanding of Gender-defined roles and responsibilities, Common Stereotypes in the dynamics of Gender discrimination, thereby enhancing their understanding of gender related issues at work place and professional level as well as at the household and societal level.



Participants of 'Gender Sensitization Training held at ASP-RSPN's Central Program Office Islamabad

1.2 Advanced Specialized Training on Gender; Engendering Development Programs

The Advanced Specialized Training on Gender was held from November 24 to 25, 2011 at Murree. A total of twenty one (21) participants from RSPN, NRSP and ASP-RSPN attended the training, which included six (6) women. Ms Elizabeth Palmer USAID Financial Controller and Ms Leslie Gonzalez USAID Gender Specialist also participated in the training and shared the perspective of incorporating Gender aspects in USAID funded projects. Ms Gonzalez also shared key points of USAID's Gender Policy with the participants. The objective of training was to develop an understanding of the significance of incorporating

Gender related features while designing and implementing development programs and Capacity Building Plans of ASP-RSPN’s target institutions. The training also analyzed ASP-RSPN through a lens of Gender Mainstreaming, both at the program and organizational level. Two Project-based case studies were chosen from the RSPN’s portfolio for detailed



Member Social Sector Planning Commission Dr. Saba Gul Khattak’s Key Note Address in the Training



Participants of the Advanced Specialized Gender Training

analysis and identifying the areas requiring gender considerations. Proceeding further on the recommendations of two-day training, ASP-RSPN drafted a report on Gender Analysis of ASP at programmatic and organizational level and shared with USAID.

1.3 Training on USAID Rules and Regulations

ASP-RSPN organized a three-day training on ‘USAID Rules and Regulations’ to equip the Awardees staff with better comprehension of the USAID policies and procedures, specifically those related to procurement, finance, compliance, administration and



Training on USAID Rules and Regulations held at Islamabad – A training session in progress

contracts. The training was held at Islamabad from December 13 to 15, 2011. Thirty five (35)

participants from RSPN, NRSP and ASP-RSPN attended the training which included four (4) women. The training imparted skills related to USG rules and regulations in the context of development projects design and implementation.

1.4 Workshop on Effective Report Writing

ASP-RSPN organized a two-day workshop on effective report writing, from 8-9 June 2012 at Murree having the relevant staff of ASP, NRSP and RSPN as participants. The workshop was divided into eight sessions, conducted over two days. The sessions covered different



Participants of Training on Enhancing Report Writing Skills



Group Work in Report Writing Skills Training

aspects of report writing, beginning with an assessment of the importance of report writing. This was followed by sessions on planning and structure, writing style, proper referencing and use of secondary data. Day two of the workshop covered essential report writing tools to enhance readability including text boxes approach and Case Studies; preparing PowerPoint presentations and report dissemination. The aim of the workshop was to enhance participants' skills in report writing and enable them to convey information on standard formats effectively.

1.5 Training on Effective Monitoring and Evaluation Skills

The training on Monitoring and Evaluation was held from 23rd – 25th Feb 2012. Twenty two (22) participants i.e. eighteen (18) Men and four (4) Women attended the training. The participants comprised of Managers and Program Officers from ASP – RSPN, RSPN and NRSP. The training covered following main aspects besides



A session in progress during Effective M&E Skills Training

analyzing various Case Studies:

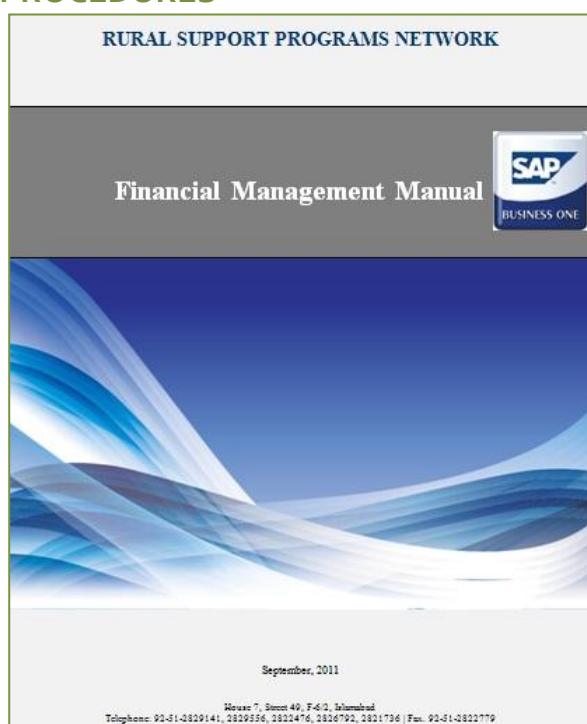
- Strengthen staff's existing knowledge and concepts of Monitoring and Evaluation in the context of Public sector
- Augment competencies in the development and use of methods, techniques and tools of M&E, based on frameworks developed by USAID and Planning Commission
- Equip staff with the requisite skills in developing effective M&E plans and implementing them as part of their work

1.6 International Training

As per the approved plan of 'International Training' by USAID, ASP-RSPN's selected staff will receive sector-specific trainings from reputable international training institutions. During the current year two officers from ASP-RSPN i.e. the DCoP and Director Admin & Contracts completed two weeks course on 'Result Based Monitoring & Evaluation' and 'Aligning HR to Strategy' respectively, from the Royal Institute of Public Administration, United Kingdom London. Each of the participants has written a report summing up the salient features of the training received and identified measures and interventions that can contribute to institutional development in the country and specifically for ASP-RSPN. These reports are being reviewed in depth by ASP-RSPN and will be available as a separate document.

2 DEVELOPMENT OF POLICIES AND PROCEDURES

Development and Improvement of Policies & Procedures of USAID Awardees for ASP is another essential component of the Awardees CB Plan. All the operational manuals of RSPN and NRSP are being reviewed for improvement as per the International and National standards; new manuals are also being developed for specific areas. RSPN and NRSP already had the Financial Management, Procurement and Human Resource manuals but these required further updation. IT manual had to be newly developed for both the organizations. RSPN also required a new Internal Audit manual.



RSPN's newly developed Financial Management Manual

NRSP's FM manual has a chapter on Internal Audit as part of its overall manual and development of a dedicated manual for Internal Audit was agreed by the Working Group, constituted for drafting the activities under the Awardees Capacity Building Plan.

ASP-RSPN is in the process of finalizing all the operational manuals for RSPN and NRSP.

NRSP: IT and Internal Audit manuals for NRSP have been finalized. However, Financial Management, Procurement and HR manuals are in the process of finalization.

RSPN: IT, Internal Audit and Procurement manuals have been finalized for RSPN. HR manual is in process.

OIG certified Chartered Accountant firm is selected on competitive basis for development of these manuals. The drafted manuals are reviewed by the concerned departments of the Awardees. A series of meetings are being held to discuss and finalize every aspect of these manuals. The exercise is expected to end during the 1st quarter of third year.

3 DEVELOPMENT OF IT BASED SYSTEMS

3.1 Deployment of SAP-B1 ERP System for ASP-RSPN

During the current year ASP-RSPN successfully completed the conversion of its MS-Access based system to SAP-B1 System. Both the hardware and software for the application are



installed and the application is in 'Live' mode. Along with the manual (paper based) system, SAP Business One is being maintained in parallel with a

full set of users using the requisite approval levels for all transactions.

3.2 Deployment of Blade Servers for HR-MIS in NRSP

A central HR-MIS developed internally by the NRSP's IT team is deployed at the head office level. There was a dire need to extend the connectivity of the software to NRSP's nine (9) regions, thereby covering all the districts where NRSP works in Pakistan. ASP-RSPN under the Awardees Capacity Building Plan, procured and successfully deployed the 'Data Center' for running the HR-MIS. This option has enabled complete automation of HR management all across NRSP. The trainings of regional staff on using the HR-MIS are planned during November 2012.

PROGRAM SUPPORT ACTIVITIES

I. Memorandum of Understanding between NSPP and ASP-RSPN

NSPP is a government owned entity having presence at federal level as well as in all the four provinces and specializes in providing training for the strategic and mid level management, both in public and private sector. The National School of Public Policy (NSPP) and ASP-RSPN signed a Memorandum of Understanding to take forward the Institutional Reform Policy discourse jointly from NSPP platform. NSPP also agreed to conduct training of government officers at NSPP and also with the help of its constituent bodies at the provincial level. A formal signature ceremony was held on 6th April 2012. Mr. Tedd Gehr USAID's Regional Director, Ms. Elizabeth Palmer Controller Finance USAID, Mr. Ismail Qureshi Rector NSPP, Mr. Ejaz Rahim CoP and Mr. Khalid Khan DCoP from ASP-RSPN also attended the ceremony.



Apr 06, 2012 –
MoU signing
ceremony at the
National School
of Public Policy
Lahore

II. Conference on Public Sector Training Regime in Pakistan

The performance of public sector organizations and effective delivery of services depends on the quality and performance of human resource available to government. The present day complex system of governance and nature of delivery of public services require government officials to be highly professional and well aware of new models of management and administration. The management trainings play a pivotal role in this regard and training institutions owe the responsibility to address emerging challenges by continuously reviewing and revising their training programs.



Conference on Public Sector Training 26th – 27th September at NSPP at Lahore

The National School of Public Policy (NSPP) and its constituent bodies are responsible for in-service training of officials from BPS-17 to BPS-20. Similarly, departmental/specialized training institutions also provide regular programs specifically focusing for on-job technical training. In total, 24 public sector institutions and 20 private institutions are involved in executive training across Pakistan. However, no effort to date has been made to provide both public and private institutions a platform to interact, share and learn from each other's experiences.

ASP-RSPN in collaboration with the Executive Development Institute (EDI) of the NSPP organized a two-day workshop on 27th – 28th September 2012 to review the quality of the executive training curriculum, its delivery and impact. It also assessed the capacity gaps and improvements required in the training institutions and possible areas of support. The workshop identified the priority areas for training based on the feedback of the participants. The participants included senior officers from various public and private sector training institutions including NSPP, STI, Academy of Educational Planning & Management, PIDE, Information Services Academy, NIM Peshawar & Quetta, Punjab Small Industries Corporation, Punjab Public Service Commission, Punjab Privatization Board, Directorate General of Training & Research (Inland Revenue Service), WAPDA Staff College, National Defense University, LUMS, Pakistan Postal Staff College, Directorate General of Training & Research (Customs) and Audit & Accounts Training Institute.

III. Meeting with new Mission Director USAID at ASP-RSPN

A meeting was held at ASP-RSPN with -the newly designated USAID’s mission Director, Mr. Jock Conley on 14th August, 2012.

Three ASP partners AiD, LUMS and RSPN gave comprehensive presentations on their respective program activities. Mission Director appreciated the scope of the program and achievements of the projects accomplished during its first two years.



Meeting with New Mission Director at CPO Islamabad

IV. USAID Mission Officials Visit ASP-RSPN

On October 19 2011, a delegation of USAID visited ASP-RSPN that included the technical experts for USAID in education, health, construction and governance. ASP-RSPN briefed the delegation about the design, objectives, strengths and achievements of ASP. The other two partners of ASP – LUMS and AiD were also present at the occasion. A detailed Q&A



session was held in the meeting. The mission expressed its confidence in ASP and envisioned a positive impact of ASP on the public & private sector in the near future.

V. ASP's Annual Review with the Chief Financial Officer USAID

On February 27 2012, a meeting was held between David Ostermeyer Chief Financial Officer (CFO), USAID Washington with ASP- Partners. The CFO's visit was aimed at reviewing the annual performance of ASP partners. The meeting agenda included ASP partners' individual program presentations and a presentation on the way forward by the AOR. The presentations were followed by a discussion and closing remarks by the CFO. The CFO appreciated the way ASP partners are moving ahead in their program planning and achieving their objectives.



Chief of Party ASP-RSPN presenting memento to the CFO USAID

VI. Strategic Working Group (SWG) Meetings

During the current year eight (8) SWG meetings were held; SWG is a forum having representation of all three partners and USAID focusing on coordination, collaboration, harmonization and knowledge sharing amongst the implementing partners. SWG was constituted at the program start-up.

Monitoring and Evaluation

Monitoring and Evaluation (M&E) is central to the overall project implementation and its success. ASP has put into operation a continuous systematic process of collecting and analyzing information with a feedback mechanism to ensure on-going programmatic progress towards the desired objectives. The basis of M&E in ASP is the Performance Monitoring Plan (PMP) developed in consultation with USAID. The MER department is responsible for tracking the progress of activities, timelines, expenditure and above all, tracking the performance indicators set to measure the impact, outcomes and outputs of the program.

The function of M&E within ASP helps in timely provision of information to the management for necessary course correction. Data and information is being collected by and through all ASP partners. Lessons learned in all components of the project are mutually shared between the Central and Provincial Program Offices of ASP. The M&E section puts together not only the progress reports for submission to the USAID but also the program related communications material.

During the year, ASP continuously monitored the program activities by using different M&E tools including field visits, formats, progress reports etc. A robust M&E activity tracking system has also been developed to monitor progress on each capacity building assignment. Similarly, training pre and post results were analyzed to measure the change in knowledge and skills of participants.

Annual and Quarterly Progress Reports were developed and shared with USAID and RSPN highlighting key achievements during the course of program implementation. Similarly, revised PMP and 3rd year Work Plan were submitted to USAID for approval. M&E team also coordinated the USAID OIG Performance Audit for the year 2011-12. An integrated MIS is being developed to monitor the outcome and output level results.

Overall, the ASP Quality Assurance Policy is part of the M&E system which is based upon strict monitoring of all the products and deliverables against the standards agreed as part of the Capacity Building plan and as per the specific requirements of the beneficiary organizations. Random visits to the target institutions are also conducted to monitor the execution of activities. Despite, regular functions of M&E, the unit reviewed all capacity building plans developed by the CB teams, reviewed policies & procedure manual on M&E submitted by consultants on various assignments.

Communications

During the year under report, ASP-RSPN maintained regular interaction with print and electronic media as part of its approved branding and marking plan. ASP-RSPN put down great emphasis on media relations and regular communication with media on reform initiatives being undertaken with USAID support and Government of Pakistan's commitment to bring in transparency, effectiveness and accountability. Numerous communication products were developed during the year and shared with stakeholders in the government, donors, civil society and media. ASP events received positive media coverage and appreciation from media community.

ASP-RSPN has been managing a joint website of all ASP partners. Project updates are being updated regularly on the website and the number of users is increasing steadily. A special page on social networking websites was also developed for wider dissemination of ASP achievements and is also receiving positive response from people on various social network groups.

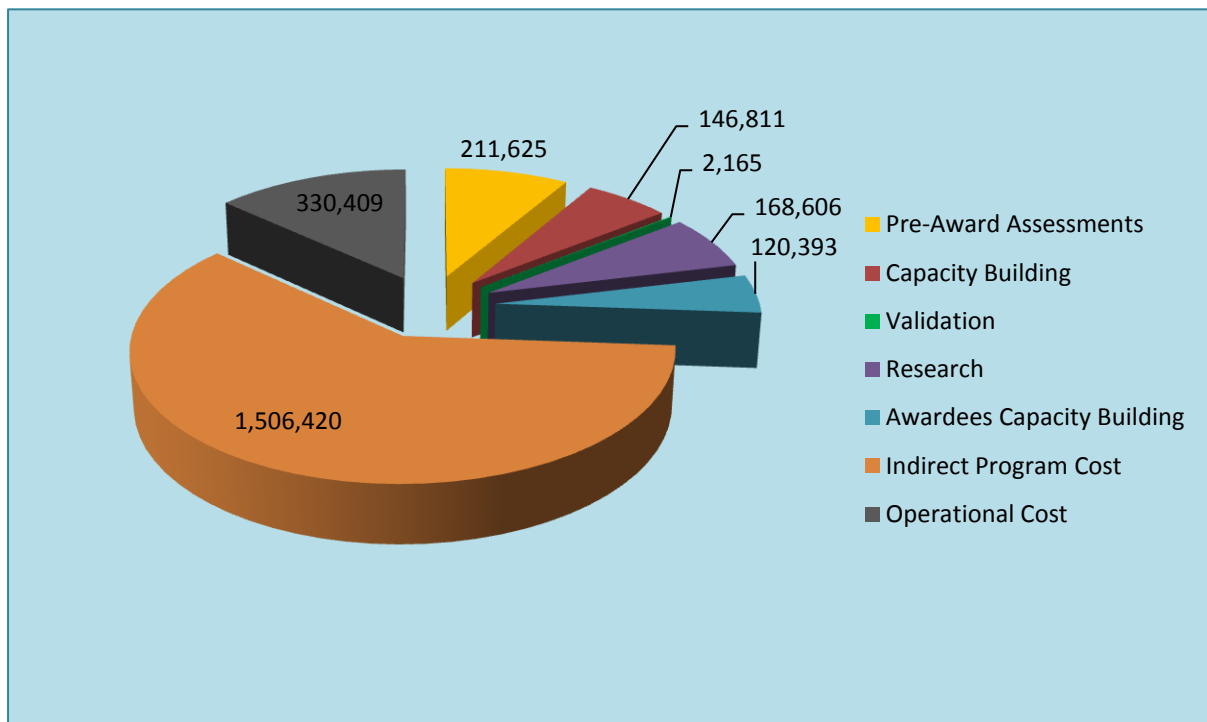
ASP-RSPN quarterly newsletter has been developed and circulated regularly to concerned government departments, donors and academia to build a positive image of the project. During the year, 1000 copies of ASP-RSPN brochure and 3000 copies of quarterly newsletter were printed and distributed. The e-newsletter has been shared to massive e-groups of development professionals and CSO forums. Similarly, PPRA Conference Report was disseminated to concerned PPRA, regulatory authorities, donors and provincial governments.

ASP-RSPN being part of the USAID 'Communication Working Group' participated in all meetings and regular follow up has also been done on new USAID guidelines on communications. An Experience Sharing and Lessons learnt Conference has also been planned to share the project success with the government and donor partners. During the year, ASP-RSPN also dexterously followed USAID branding and marking requirements to meet set communication standards.

FINANCIAL PROGRESS

2011-12

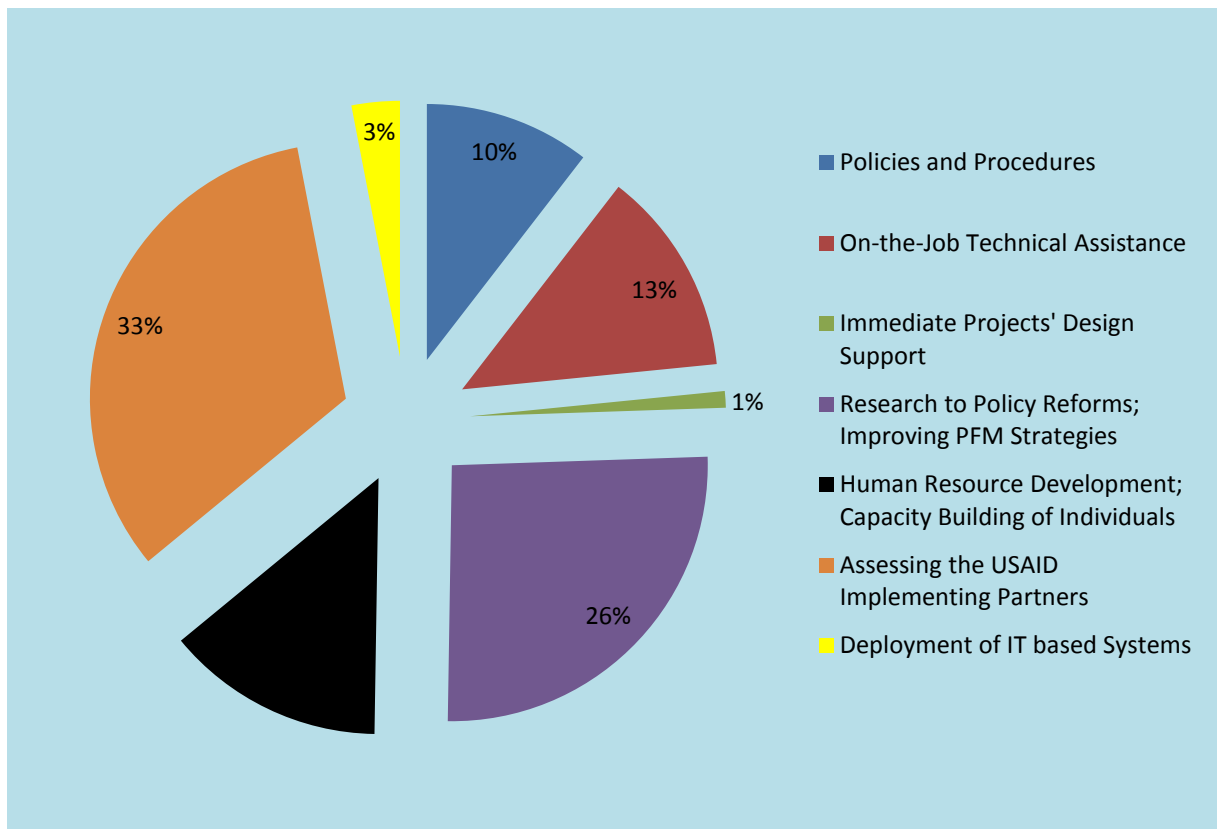
The following graph reflects an overview of the expenditures (in US Dollars) against the Program Components/Sectors during Year-2 (Oct 2011 – Sep 2012). An expenditure of US \$ 2,486,430 was made against the receipts of US \$ 2,574,163 from USAID. A detailed financial report covering the direct program cost and operational cost is also attached as Annex-II.



The above chart indicates a gearup mode for Pre-Award Assessment and Capacity Building components of the program as compared to Year-I. The trend is going to continue with more velocity in the coming months as all the CB plans are in implementation phase. Validation assignment shows low value in the graph due to non-provision of assignments to ASP-RSPN by USAID, which as per the latest discussions with USAID is going to increase in the 3rd year; linked to completion of CB assignments.

Strengthening Pakistani Institutions – Building a Stronger Pakistan

A second graph shown below reflects the financial progress during the current year from a view of “Percentage Utilization of Direct Program Cost” for various targeted areas/sectors:



Annex-I: Members of IPAF Advisory Group

#	Name	Designation	Address /Contact No
Federal			
1	Mr. Abdul Khaliq	Additional. Finance Secretary (Budget)	Block Q, Finance Division Pak Secretariat. Islamabad. 051 -9202373
2	Mr. Imran Iqbal	Deputy Auditor General (AP&SS)	Audit House, Constitution Avenue, G-5/2, Islamabad. 051-9224080
3	Mr. Waqar ud din Siddiqui	Deputy Secretary Economic Affairs Division	Economic Affairs Division, Pak Secretariat Block C, Islamabad. 051- 9212831
4	Mrs. Parveen Agha	Deputy Auditor General (RRA)	Audit House, Constitution Avenue, G-5/2, Islamabad. 051-9215628
5	Dr. Turab Hyder	Director General (HRM), AGP	Audit House, Constitution Avenue, G-5/2, Islamabad. 051-9215629
6	Mr. Sohail Rehan	Joint Chief Economist, P & D	Pak secretariat, Block P, Planning & Development Division. 051- 9212831
7	Ms. Shagufta Khanum	Deputy Controller General of Accounts	Controller General Accounts Complex, G-5/2, Islamabad. 051-9219162
Balochistan			
8	Mr. Hafiz Abdul Majid	Additional. Secretary (Monitoring)	2nd Floor Clock 7, Civil Secretariat Balochistan. 081-9203404
9	Mr. Ghulam Sarwar	Add. Accountant General	Additional Accountant General Balochistan, Office of Accountant General, 18 Model Town, Quetta. 081-9202644
Khyber Pakhtunkhwa			
10	Mr. Unab Gul	Deputy Accountant General	Accountant General, 10th Fort Road Peshawar Cantt. 091-9211307

Strengthening Pakistani Institutions – Building a Stronger Pakistan

#	Name	Designation	Address /Contact No
11	Mr. Masood Ahmad	Special Secretary, Finance	Government of KPK, Civil Secretariat, Peshawar. 091-9210443
12	Mr. Nadeem Bashir	Add. Secretary Finance Department	Finance Department, Civil Secretariat, Peshawar. 091-9210343
Punjab			
13	Mr. Hafiz Muhammad Islam	Director General (DAOs)	Accountant General Punjab, Turner Road, Lahore. 042-99210149
14	Dr. M. Luqman Masood	Add. Accountant General (PRs/Accounts)	Accountant General Punjab, Turner Road, Lahore. 042-99211924
15	Mr. Muhammad Ali Ghebe	Deputy. Accountant General (Accounts)	Accountant General Punjab, Turner Road, Lahore. 042-99210169
16	Mr. Farid Ahmad Tarar	Additional Secretary, Finance Department	Government of Punjab, Civil Secretariat, Lahore. 042 -99211082
Sindh			
17	Mr. Hanif Channa	Additional Secretary Finance Department	Finance Department, Sindh Secretariat No. 4 A, Court Road, Karachi, Government of Sindh. 021-99203114
18	Mr. Jawed Burni	Additional Accountant General	Accountant General Sindh, PBC Building, Gulshan-e-Iqbal, Karachi, Government of Sindh. 021 - 9231180
AJK			
19	Mr. Hassan Rana	Deputy Accountant General	Office of Accountant General, Azad Jammu & Kashmir, Muzaffarabad. 05822-920859

Annex-II: Detailed Financial Report FY 2011-12

Head of Account	Budget	Expenditure				Total Expenditure
		Qtr.1	Qtr.2	Qtr.3	Qtr.4	
Pre-Award Assessments	920,038	76,005	71,236	6,596	57,788	211,625
Capacity Building	1,000,000	5,038	19,274	24,097	98,402	146,811
Validation	40,000	-	-	1,099	1,066	2,165
Research	180,825	4,077	3,561	40,287	120,682	168,606
Awardees Capacity Building	424,420	9,757	14,217	35,078	61,341	120,393
Indirect Program Cost	1,996,435	350,123	390,994	387,883	377,419	1,506,420
Operational Cost	664,886	89,183	80,611	72,605	88,009	330,409
GRAND TOTAL	5,226,604	534,183	579,893	567,646	804,708	2,486,430