



USAID FIRMS PROJECT

Establishment of Change Management Unit in Khyber Pakhtunkhwa

Position Paper

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Data Page

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Abstract:

The present report presents the summarized account of the activity undertaken under the title, “Establishment of Change Management Unit in Khyber Pakhtunkhwa province”. The activity was launched for supporting Planning and Development Department of Khyber Pakhtunkhwa for putting in place a reform monitoring and deepening mechanism. The activity was initiated in March 2014 and was completed in four months. The present report provides the contextual background to the activity and the overall objective of the assignment. The report subsequently dilates upon the methodology of the assignment including the nature of departmental interaction, undertaken by team of Change Management Unit. After the introductory part, the report provides a brief account of each of the six deliverables. The report also establishes the linkage of Change Management Team in KPK with other reform monitoring entities in the province. In the end, the report provides a summarized account of the overarching Reform Action Plan which the Change Management Unit Team will be pursuing in the coming years. In the end part, the six deliverables produced during the assignment have been placed as Annexure.

Acronyms

ADB	Asian Development Bank
ADR	Alternate Dispute Resolution
AIP	Annual Implementation Plan
AMP	Award Management Plan
BEE	Business Enabling Environment
COP	Chief of Party
COTR	Contracting Officer's Technical Representative
DEDS	District Economic Development Strategies
EG	Economic Growth
EU	European Union
FATA	Federally Administered Tribal Areas
FLB	Fruit Logistica Berlin
FSN	Foreign Service National
FY	Fiscal Year
GDP	Gross Domestic Product
GIS	Geographical Information System
GOP	Government of Pakistan
HACCP	Hazard analysis and critical control points
IDP	Internally Displaced Person
IMF	International Monetary Fund
IT	Information Technology
IUA	Infrastructure Upgradation Agreement
KPKCCI	Khyber Pakhtunkhwa Chamber of Commerce and Industry
KPK	Khyber Pakhtunkhwa
M&E	Monitoring and Evaluation
MGA	Mango Growers Association
MoU	Memorandum of Understanding
NGO	Non-Governmental Organization
PaRRSA	Provincial Reconstruction, Rehabilitation and Settlement Authority
PHDEC	Pakistan Horticulture Development and Export Board
RFP	Request for Proposal
SME	Small and Medium Enterprises
SMEDA	Small and Medium Enterprises Development Authority
SO	Strategic Objective
SOW	Scope of Work

TBD	To Be Determined
TFFs	Trout Fish Farms
US	United States
USAID	United States Agency for International Development
USG	United States Government
WB	World Bank

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Executive Summary

The assignment completion report provides a detailed description of the activity titled “Establishment of Change Management Unit in KPK Province” which was implemented between March 2014 till July 2014. The report begins with an introduction about the objectives and purpose of establishment of Change Management Unit in KPK province. The introductory portion also provides the rationale of reform implementation in KPK province and the role of Change Management Unit in deepening and leading these reforms. This introductory portion is followed by next section which gives details of assignment methodology. The section provides details of stakeholder consultations and meetings undertaken for the purpose of establishment of Change Management Unit. The section also provides details about a stakeholder workshop which was arranged under the aegis of Change Management Unit to familiarize all provincial government departments with the role and objectives of setting up of Change Management Unit. The next section in the report provides details about the six deliverable of the assignment which were performed during the currency of assignment by team of experts from Change Management Unit. These deliverable include literature review summary, HR requirement document for Change Management Unit, One year work plan with cost details and a final action plan encompassing reforms across all provincial government departments. The final section of the report provides a description of challenges faced during implementation of assignment and gives a way forward for smooth operation of Change Management Unit in KPK province within Planning and Development Department.

1. Introduction

1.1 Context and Background

Successive governments in Khyber Pakhtunkhwa have struggled with design and implementation of governance reforms in the province across a wide range of sector projects concentrating on certain group of activities. These reforms were both locally designed as well as facilitated in terms of design and implementation by collaborative international development partners. Similarly, reforms were implemented both in project mode as well as in program mode. The former referred to activities undertaken through dedicated group of activities. These activities were typically implemented through dedicated project management units established in various departments. The later categories of reform interventions were of more broader nature and were implemented across specific sectors and sought to reform the larger vortex of governmental working. These programmatic reform interventions were generally of longer time periods and were implemented across more than one departments in relevant sectors. During implementation of these activities, planning and development department was involved in monitoring of these interventions although the actual and day to day monitoring was generally left to relevant departments. In most cases, these interventions were implemented as one-off interventions with minimal effort of focus of deepening of consequent reforms and transformations in the departments or sectors.

Reform implementation experience of recent decades in KPK province brought home the realization of looking at reform implementation from a wider perspective. It was realized that reform implementation was undertaken in the nature of project implementation with a primary focus on execution of laid down interventions. Little focus was placed on deepening and sustaining of these reform interventions for any longer term impact at the sector level. One of the major reasons, for this state of affairs was a missing focus on change management principles and any efforts for working closely with departments or sectors for championing of change which was implicit in reform implementation. During design as well as implementation of majority of these reform interventions, virtually no attention was paid to the well known principles of organizational change management. Implementation of reform interventions while ignoring the philosophy of structured change management resulted in typically superficial impact and miniscule ownership by relevant stakeholders once the activities under the project or program were completed. This state of affairs led to realization of the importance of establishing a dedicated and structured mechanism for facilitating change management as corollary to reform implementation with provincial government. After coming in power of newly elected provincial government in KPK province during 2013, it was decided that a dedicated change management unit would be established in Planning and Development Department for steering and deepening reform implementation by following the principles of organizational change management. The objective was to ensure that reform implementation process across provincial government results in inculcating departmental ownership by enabling provincial government to ensure sustainability of reform interventions for lasting impact. It was in this backdrop that launching of change management unit was initiated in Planning and Development Department of KPK government through approval of PC-I.

1.2 The Assignment

Planning and Development Department in KPK provincial government approved PC-I for establishment of Change Management Unit (CMU) but recruitments for CMU could not be made for a number of reasons including unavailability of appropriate expertise. In order to kick start CMU activity, P&D Department of KPK Government approached USAID funded Firms project

for provision of technical assistance so that CMU activity could be initiated. It was agreed that USAID Firms project shall provide short term experts for manning CMU positions and providing initial momentum for proposed activities. After detailed negotiations, it was agreed that USAID Firms project shall provide following experts to CMU for an initial period of four – five months.

- Team Leader
- Governance Expert
- Private Sector Development Expert
- Social Sector Expert
- Infrastructure Sector Expert
- Institutional Restructuring Expert
- Management Information System Expert

Under this scope of work, USAID Firms project was required to initially recruit these experts and place them at the disposal of KPK Planning and Development Department for initial period of four months. It was also agreed that after expiry of this four month period, these experts will be offered long term contracts under PC-I dispensation and resources which had already been approved by provincial government. It was also agreed that in case provincial government wanted to hire new experts after four months, it will do so after hiring requisite experts from open market. Accordingly, recruitment process was initiated by USAID Firms project and three experts were hired including Team Leader, Governance Sector Expert and Private Sector Expert. Recruitment against the rest of slots could not be made due to non-availability of appropriate experts and reservations of KPK Planning and Development Departments about the capabilities of short listed candidates.

2. Change Management Unit

2.1 Purpose of Change Management Unit

The government of KPK has resolved to establish a Change Management Unit (CMU) within its Planning and Development department with the purpose to steer and oversee reforms process in the following sectors; Governance, Education, Health, Institutional Building, Human Resource Development, Private Sector Capacity Building, Local Government, and Infrastructure. The purpose is to enhance capability and improve service delivery in these sectors and transform them as an engine of growth for the economy.

2.2 Objectives

The objective of this assignment is to provide technical assistance to the Planning and Development department of KPK by engaging a team for the CMU which will develop the overall agenda of the Change Management Unit, identify its human resource requirements, develop a detailed work plan along with budgetary requirements, and finally prepare an action plan which outlines and designs the reform areas based on priorities set by KPKK Government.

The Government of Khyber Pakhtunkhwa will enter into a Memorandum of Understanding with the USAID Firms Project for the CMU activity/project wherein the eight experts proposed under this Scope of Work (apart from the Team Leader and Deputy Team Leader) will be initially subcontracted under the Firms project (under the subject SoW) for a period of two months where after these positions will be taken over by the Government of Khyber Pakhtunkhwa.

In order to enhance the change management capability of the P&D Department, a dedicated Change Management Unit (CMU) is to be setup with clearly aligned key performance indicators (KPKIs).

2.3 Terms of Reference

The team of experts hired by USAID Firms project was provided detailed terms of reference relevant for each expert. These experts were also required to work as a team under the overall guidance of Chief Economist and Secretary, KPK Planning and Development Department and work for achieving the objectives of the assignment. In broader terms, following terms of reference were assigned to the team of experts in CMU for the initial four months period. :

- Develop an institutional approach to articulate reforms through a sustainable change management unit housed in the P&D
- Identify and develop reform areas and provide the reform agenda of P&D, KPK with a purpose to enhance capability and improve service delivery in various sectors with the aim to transform them as an engine of growth for KPK's economy
- Identify human resource requirements for CMU, with respect to governance, change management, private sector development, human resources development, management information systems
- Draft job descriptions to specify the results, outcomes and outputs
- Prepare a detailed work plan and estimated budget for the change management unit
- Help identify, design, initiate and sustain reforms process based on priorities determined by KPKK Government

In addition to these broader terms of reference, the CMU experts were also required to interact with relevant provincial government departments and brief them on objectives of CMU in terms of strengthening and deepening reform implementation process within the provincial government.

In order to achieve the objectives of above-referred terms of reference, the team of CMU experts were required to undertake following interventions.

- Conduct Literature Review of existing research and data for institutional strengthening of P&D in KPK province
- Develop an institutional approach to articulate reforms through a sustainable Change Management Unit housed in the P&D department of KPKK.
- Develop the Agenda and Organizational Structure of CMU with clearly aligned Key Performance Indicators (KPKIs). The Agenda must include the mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in the fields of Agriculture, Livestock, Tourism, Minerals sector, etc
- Prepare a detailed work plan and estimated budget for the CMU for a one-year period. The work plan must include the objectives, outcomes, detailed activities and timeframe of the activities, etc.
- Identify Human Resource requirements for CMU, with respect to governance, change management, private sector development, human resources development, management information systems
- Develop an Action Plan to identify, design, initiate sustainable reforms based on priorities determined by KPK Government. This Action Plan should be for a period of one year with a minimum content relating to the objectives, detailed activities, outcomes, Human Resource requirements, budget, indicators, responsibilities, Implementation mechanism, etc.
- Provide the Position Paper, Fortnightly Progress Reports and Activity Reports like Action Plan

3. Assignment Methodology

3.1 Literature Review

KPK Provincial Government has a long history of implementing reform interventions through assistance of international development partners. First activity which was undertaken by CMU team of experts pertained to rigorous literature review regarding earlier reform interventions within provincial government. For this purpose, an effort was made to identify previous overarching reform implementation frameworks, which were designed in recent past in KPKK province. For this purpose, detailed deliberations were held within Planning and Development Department as well as in reform implementation units. As a result of these interactions, it was agreed that literature review for kick starting CMU activity shall be informed by detailed review of the following overarching reform documents which had been developed in KPKK province in recent past.

- Post Crisis Needs Assessment
- Comprehensive Development strategy
- Economic Growth Strategy
- Strategic Development Partnership Framework
- Integrated Development Strategy

In order to address peculiar governance and development challenges in recent decade, provincial governments in KPK have come up with several development policy frameworks over the last several years. The prime objective of these interventions has been to provide a concerted policy response to challenges posed by man-made and natural disasters and calamities. These overarching development policy instruments were initiated with a comprehensive diagnostic exercise, namely Post Crisis Needs Assessment (PCNA) which was undertaken a few years back to gauge the implications of crises of governance and development in KPK province. On the basis of these assessments, the previous government in KPK developed two separate documents, namely, Comprehensive Development Strategy (CDS) and Economic Growth Strategy (EGS). The former provided an overall development roadmap for future in KPKK on the basis of facts highlighted in PCNA. The later was derived from CDS and provided a list of priority sectors which were expected to lead the process of growth and development in the province.

After elections 2013, a new political government took oath in KPK province and advocated an ambitious agenda for change. In line with the priorities of the coalition government, the province went about refining the existing development policy documents and went through a comprehensive and robust consultative process under the aegis of Strategic Development Policy Framework (SDPF). SDPF provided a realigned road map for growth and development in KPK where provincial government and international development partners vowed to pursue mutually complimentary strategies for fast track development and inclusive growth in the province. Development of SDPF was followed by finalization of Integrated Development Strategy (IDS) which represents the detailed and prioritized roadmap till 2018. IDS the logical conclusion of SDPF deliberations and has resulted in provision of a comprehensive action plan across a wide range of sectors and departments for introducing good governance, rapid economic development and inclusive growth in the province. Implementation of IDS is proposed to be monitored at both political as well as administrative levels through cabinet and Change Management Unit (CMU) respectively. The former would be led by Chief Minister himself while

the later would be operationalized at the level of Planning and Development Department in the province.

3.2 Stakeholder Consultations

After establishment of change management unit, comprehensive and detailed deliberations were held with multifarious stakeholders within KPK province. The objective of these deliberations was to understand the broader reform context in KPK province alongside understanding divergent positions of stakeholders regarding the future of reform implementation in the province. The activity of stakeholder consultation was initiated soon after completion of literature review and was meant to enable experts in CMU to share the relevance of establishing CMU as well as having an idea of the expectations of diverse stakeholders from proposed reform implementation strategies.

In this regard, deliberations were held with primarily three kinds of stakeholders by CMU team of experts. Firstly, meetings were held within P&D department to gain familiarity with past reform interventions. Since P&D has the mandate to oversee and monitor reform interventions within ambit of annual development program, this interaction was designed to enable the CMU team to have firsthand knowledge with reform implementation experience of recent past in the province. These deliberations were held with individual sectoral chiefs within P&D department as well project directors of leading project of program interventions. After P&D department, second category of stakeholders identified for interaction pertained to members of NGOs, Civil Society Organizations, Leaders in sister development projects being implemented through assistance of international development partners in KPK and selected sectoral experts. The objective of deliberations in this category was to elicit feedback from stakeholders outside the government who could provide an independent outlook to the reform debate within provincial government. Amongst this category of stakeholders, special mention can be made of leadership of allied projects on governance and sectoral reforms who were consulted for seeking the outlook of international development partners to reform implementation process and impact in KPK province. The third category of stakeholders consultations pertained to comprehensive and structured interaction with a large number of provincial government departments to seek familiarity with reform designing and implementation mechanism in individual departments and sectors. In this context, meetings were held with Secretaries of leading departments, their reform focal persons and selected technical heads within these departments and sectors. As a result of these robust stakeholder consultations, outlook of CMU expert team was broadened for better understanding the reform context within provincial government of KPK.

3.2.1 Orientation Workshop

CMU focal persons' workshop was held in P&D department during the first week of May 2014. The workshop was attended by focal persons from all provincial government departments. Most of these focal persons included additional secretaries or deputy secretaries of concerned department. The workshop was co-chaired by Secretary P&D and Chief Economist, P&D department. The workshop was initiated with an inaugural speech by Secretary P&D who gave a detailed background of establishment of CMU, its objectives and very importantly, the role of individual departments in terms of liaison with CMU. He also provided a brief round of reform identification process undertaken within different provincial government departments and across various sectors. Briefing by Secretary P&D was followed by a brief introduction by Chief Economist, explaining the objectives and desired outcomes of stakeholder orientation workshop. These initial briefings were followed by detailed presentation by Team Leader of CMU during which, the focal persons were briefed about the role and mandate of CMU; responsibilities of individual departments for finalization and implementation of change management plans; and the overall coordination mechanism between individual departments

and CMU for ensuring smooth progress on reform implementation. During the workshop, a large number of questions were also posed by focal persons which were responded to by P&D leadership as well as CMU team of consultants. During these deliberations, a mutually agreed protocol for interaction between CMU and individual departments was also explained and was agreed upon.

3.2.2 Departmental Meetings

One of the key activities undertaken during the assignment pertained to conduct of departmental meetings. These meetings were held with secretaries and reform focal persons of all major provincial government departments. The meetings were designed to serve a dual purpose; on the one hand these meetings were meant to brief the important provincial government departments about the role of change management unit in reform implementation. On the other hand, these meetings were used to communicate principles and methodology of organizational change management to the provincial government departments. The objective was to ensure that all these departments would pursue reform implementation in line with principles of scientific change management for deepening and sustainability of these reforms. Most of these meetings were held with departmental secretaries while some of these meetings were also held with technical heads of these departments and reform focal persons.

Following is a list of these departments with which core team of CMU held above-referred meetings.

Mines & Minerals, Excise & Taxation, Finance, Energy & Power, LG&CD, PHED, Zakat & Ushr, HED, Law, Transport, Health, EED, Labor, Administration, Sports & Culture, C&W, Food, Establishment, PWD, BOR, Information, Irrigation, HR, Environment

In addition to briefing these departments about the role and functions of CMU, these meetings were also used to facilitate these departments in preparation of their reform action plans on lines of organizational change management. For this purpose, these departments were provided a template and CMU team interacted with these departments' reform core teams for filling up of these templates. These templates provided details about reform action plans, change management plans and communication strategies with reference to these departments. As a result of these departmental meetings, reform action plans have been prepared in respect of following departments.

Sports, Culture, Tourism, Home & Tribal Affairs, SW&WE, Industries & Commerce, Finance, Transport, Energy & Power, Science & Technology & IT, LG&RD, Mines & Minerals, Elementary & Secondary Education, HED, Population Welfare, Law and Human Rights, C&W

3.3 Issues and Challenges Faced

A number of practical challenges and issues were confronted during the implementation of the CMU activity by CMU team of experts. To begin with, the idea of change management was totally a novel idea for provincial government and it took a lot of hectic efforts and lobbying to convince the provincial government leadership about the benefits of employing this idea as part of reform implementation. Almost none amongst the senior provincial government representatives had any prior exposure in terms of implementing principles of organizational change management in the public sector. For that reasons hectic orientation had to be provided to majority of provincial government focal persons in principles of organizational change management. Next challenge faced during implementation of this activity pertained to physical location of CMU. Earlier it was decided that CMU would be established outside the secretariat in a purpose-built premises. However, it was later decided to set up CMU within the existing premises of P&D Department. Hence a lot of hectic efforts had to be made to physically establish and set up CMU in two rooms within the existing P&D building. Necessary

procurement of equipment, furniture and IT wherewithal was made on fast track basis. Several challenges were also faced during the phase of departmental meetings held with provincial government officialdom. In most of these meetings, senior representatives of provincial government were of the view that provincial government was setting up unnecessarily large number of reform monitoring outfits with parallel mandates. This could easily have led to duplication and wastage of precious energies as same mandates were being performed by different organizations. CMU team had to convince these departments that the mandate of CMU in terms of deepening and sustaining reforms was entirely unique and different from other reform monitoring entities. As such, interventions of CMU were in no way any cause of duplication or parallel instances of reform monitoring. Missing capacity and knowledge gaps represented another area where severe challenges were faced during finalization of reform implementation plans. Filling of templates regarding reform implementation plans was typically assigned to relatively junior tiers in majority of departments. These less experienced officers faced genuine challenges in understanding the broader reform context and articulation of change management strategies. This gap in capacity was covered due to hectic and repeated interaction of CMU team of experts with relevant focal persons in various provincial government departments. Last but not the least, CMU team also faced the problems of internal capacity as only three experts were recruited against six vacancies, overburdening the capacities of the team of CMU expert.

3.4 Partner Interventions

During implementation of CMU activity, challenges were also faced on account of parallel conduct of reform implementation and monitoring activities within the provincial government. It was soon realized that several government and donor agencies are performing somewhat similar tasks compared to those mandated to CMU. This situation necessitated careful conduct of CMU based interventions for minimizing the risks of duplication and resource wastage. Amongst the partner interventions, three interventions were of a closer relevance to the mandate of CMU. To begin with, provincial government has set up a dedicated reform implementation cell within chief secretary's office. This cell is tasked with periodic monitoring of reform interventions under implementation in different provincial government departments. CMU had to make a lot of efforts to ensure that its interventions are not a duplication of the activities of reform implementation cell. This point was also clearly spelled out and clarified during the whole range of departmental meetings by CMU team. Reference may also be made to two important donor funded interventions that were also looking at implementation of sectoral reforms within provincial governments. These programs were titled Sub-National Governance Program (SNG) and Post Crisis Needs Assessment Interventions (PCNA). SNG is being supported by DfID while PCNA is a multi-donor funded intervention working within provincial government. During the present activity, CMU team established clear and functional linkages with both SNG and CPNA programs for ensuring synergies and minimizing the chances of duplication. As a matter of fact, CMU team made extra efforts for convincing departments to ensure that uniform reform implementation roadmap is pursued under the ambits of all three interventions, viz, CMU, SNG and PCNA. For this purpose, platform of Planning and Development Department was also usefully employed which represents hub of reform monitoring within provincial government.

3.5 Annual Budget & ADP Process

CMU activity was spread and undertaken on an ideal time to coincide with the process of annual budget making and preparation of annual development plan. Both these activities are undertaken within provincial government between the months of March and June and it was the same period during which CMU team was implementing setting up activity. Implementation of

CMU activity between the months of March and June 2014 ensured that the interventions designed with assistance of CMU within provincial government had great opportunity of being reflected in regular annual development plan and annual budget documents. During its interaction with provincial government departments, CMU convinced these departments to ensure that contents of reform action plans are also appropriately reflected within their respective annual budgetary estimates as well as annual development plan provisions. Such provisioning would have ensured availability of appropriate resources for reform implementation and operationalization of change management plans. Placement of CMU team within Planning and Development Department further facilitated this synergy and as a result CMU team was able to ensure development of reform action plans in line with annual budgetary and annual development plan stipulations of KPK government.

4. Assignment Deliverable

4.1 Deliverable 1 Position Paper on Reforms in KPK Province

The development history of KPK province is peculiar in the way that successive governments have grappled with the challenge of charting a development course of action in the face of multiple odds. Undertaking development in the wake of serious external and internal security problems has indeed taken a heavy toll of governance systems and structures in the province. Routine developmental activities have greatly suffered due to peculiar security challenges prevailing in the province now almost for three decades. The phenomena of spill-over of Afghan conflict, local militancy and internal violence have proved to be serious obstacles in ensuring smooth governance in the province. As a result of these myriad challenges, the ability of the state to fulfill the citizen's demands for service delivery and good governance has been largely compromised. The frustration with inability of state structures to come up to common man's aspirations in the peculiar circumstances of the province has been expressed in various ways. Continuous enhancement in levels of poverty and deprivation represent one of the manifestations of living with these challenges for almost thirty years. It is therefore no surprise that successive governments have tried to come to grip with these challenges through development of overarching socio-economic development frameworks and tailor-made strategies for introducing good governance.

2. The capacity of provincial governments in KPK have been further tested and constrained by incidence of phenomenon of natural disasters over large scale which has added to already onerous challenges posed by security situations. Natural calamities such as floods, earthquake which ravaged much of the province in recent years further added to governance and development challenges in the province. As a result of these man-made as well as natural challenges, a lot of disruption in normal livelihood of common citizens was witnessed at unprecedented levels. These events results in internal displacement of millions of populations across the length and breadth of the province. Moreover, these calamities also seriously hampered the normal service delivery edifice and mechanisms prevailing in the province. The communication systems, systems for provision of essential municipal services, core social services such as health and education – indeed – all service delivery areas saw huge disruptions as a result of these natural calamities. Incidence of these natural calamities also had implications for productive sectors such as agriculture, industry and mining where normal working of the sector was dealt severe blows, resulting in dwindling productivity. Incidence of these man-made and natural calamities was estimated to result in damage to public property to the tune of 68.6 billion as of 2009 in the province. Government had to come up with emergency relief measures to ensure a semblance of normalcy for the internally displaced populations whose numbers were in million. Although, federal government and international development partners did their bit to ameliorate the situation, the bulk of the challenge had to be faced almost single-handedly by the provincial government of KPK. These challenges had destabilizing implications for the indigenous resources as well as institutional capacities of the relevant provincial government institutions. It was in these alarming situations, haunting the province for decades that need for specialized development strategies for bringing back normalcy in the province was felt in KPK.

Overarching Development Frameworks

3. As a response to the above-narrated challenges, provincial governments in KPKK have come up with several development policy frameworks over the last five years. The prime objective of these interventions has been to provide a concerted policy response to challenges posed by

man-made and natural disasters and calamities. These overarching development policy instruments were initiated with a comprehensive diagnostic exercise, namely Post Crisis Needs Assessment (PCNA) which was undertaken a few years back to gauge the implications of crises of governance and development in KPK province. On the basis of these assessments, the previous government in KPKK developed two separate documents, namely, Comprehensive Development Strategy (CDS) and Economic Growth Strategy (EGS). The former provided an overall development roadmap for future in KPK on the basis of facts highlighted in PCNA. The later was derived from CDS and provided a list of priority sectors which were expected to lead the process of growth and development in the province.

4. After elections 2013, a new political government took oath in KPK and advocated an ambitious agenda for change. In line with the priorities of the coalition government, the province went about refining the existing development policy documents and went through a comprehensive and robust consultative process under the aegis of Strategic Development Policy Framework (SDPF). SDPF provided a realigned road map for growth and development in KPK where provincial government and international development partners vowed to pursue mutually complimentary strategies for fast track development and inclusive growth in the province. Development of SDPF was followed by finalization of Integrated Development Strategy (IDS) which represents the detailed and prioritized roadmap till 2018. IDS the logical conclusion of SDPF deliberations and has resulted in provision of a comprehensive action plan across a wide range of sectors and departments for introducing good governance, rapid economic development and inclusive growth in the province. Implementation of IDS is proposed to be monitored at both political as well as administrative levels through cabinet and Change Management Unit (CMU) respectively. The former would be led by Chief Minister himself while the later would be operationalized at the level of Planning and Development Department in the province. Following sections provide a summarized description of CDS, EGS, SDPF and IDS to highlight the gradual transformation in the developmental thinking in KPKK province. The discussion would also highlight the priorities assigned to individuals sectors and departments as part of overall reform menu. The reform interventions highlighted under SDPF and IDS are proposed to be monitored through Reform Units in individual departments and through CMU being established at the level of P&D Department.

I-Comprehensive Development Strategy (2010-17)

5. Development of Comprehensive Development Strategy (CDS) (2010-2017) was first concerted intervention made to respond to peculiar development, governance and service delivery challenges faced by KPKK province. CDS was designed after a thorough consultative process involving civil society, private sector, international development partners and politicians spread over several months. When completed, CDS provided for several policy thrust area for focus and investment in the coming years to cover the governance and service delivery deficit in the province. Following is a description of priority sectors and themes where CDS proposed focused investments in the ensuing years for improvement in the service delivery and governance situation.

Governance and Peace: Governance initiatives will be introduced as short to medium term interventions for enhancing the service delivery capacity and absorptive capacity of core sectors through enhanced investments. For this purpose, the already on-going initiatives in public financial management will be further strengthened and deepened. Similarly, improvements in law and order require diversion of public sector expenditure to policing and services related to maintaining law and order in the coming years. This would entail investments in existing and new police lines, police stations, creation of additional policing posts, augmentation of policing technical capacities, strengthening of investigation capabilities. In addition to focusing on new policing facilities, efforts will also be made to revive the damaged policing infrastructure across

the province. Efforts are also planned to widen the scope of police training and capacity building for ensuring establishment of a more professional and capable police force in the province. All these measures would enable police to better respond to security challenges posed by violence and conflict and facilitate establishment of rule of law in the province.

Social Sectors:

Education: Education sector in KPK province has shown some improvements in terms of literacy rate from 1998 to 2006 but still it is far below the national average, requiring urgent remedial measures. Similar trends can also be witnessed in the areas of gross enrollment rates, gender disparities, quality of educational outcomes etc. All these challenges require peculiar education sector improvements strategies for KPK which is best suited to difficult terrain and peculiar social milieu of the province. CDS therefore provides focus and policy thrust to address all these challenges in a comprehensive and holistic manner. To begin with, CDS provides for increasing number of schools as well as school teachers on the basis of actual needs and keeping in view the damage done to educational infrastructure in recent years. Similarly, CDS interventions in education sector also stress a shift from mere learning to skills development for enhancing productivity of learning exercise in the schools system. CDS also envisages deeper collaboration with civil society organizations and private sector for running quality educational institutions for augmenting public sector schooling systems.

Health: CDS also looks at health sector as a key social sector aspect needing imminent and urgent improvement in KPK province. Health statistics in KPK provide a mixed scenario when compared with other provinces of Pakistan. For instance, infant mortality indicators in KPK are significantly lower in KPK as compared to rest of Pakistan. However, attended birth rate in the province is much lower than the national average. Similarly, immunization rates in KPK are much lower than Punjab but better than Sindh and Baluchistan. A large number of health facilities at the grass root levels are also found to be suffering on account of poor infrastructure and dearth of medicines/equipment etc. CDS therefore proposes a holistic approach to address these complex problems in health service delivery across much of the province. CDS therefore aims to improve access to quality health services through improvement in supply side interventions by providing increased level of financial, physical and human resources in the coming years. Alongside these supply side interventions, CDS also proposes strengthening of monitoring, supervisory and regulatory edifice in the health sectors for ensuring provision of quality health services to ordinary clientele. Very importantly, CDS also proposes interventions for introducing regulation and quality assurance regime in the working of the huge and parallel private health markets in the province. Last but not the least, CDS also advocates for greater partnership with civil society for preventive healthcare services in the province. Similarly, CDS in health sector also provides for integrated measures for disaster risk reduction and mitigation in the possible wake of man-made and natural calamities.

Social Protection: CDS also underscores the importance of social protection measures as a means to hedge common citizens against the adverse impact of calamities and disasters. Although bulk of these measures is being driven from the national level, CDS nonetheless ensures effective implementation of these measures at the provincial and district levels for quick impact. CDS intended to implement these social protection measures on the basis of successful work undertaken by rural development organizations in the areas of social mobilization and community-led development. It is for these reasons that CDS argues for a deeper role of these social development and community-based organizations in undertaking localized development activities in the province.

Based upon above strategies, CDS envisaged priority measures in social sectors as per the following list in KPK province.

- Increased expenditure on teacher's salaries and free text books
- Teacher training and construction/rehabilitation of schools
- Improving health facilities' infrastructure and increasing number of health staff
- Investments for health equipment and drugs' supply
- Improved emergency response capabilities in health sector
- Community-led local development and citizen uplift programs in social sectors through social mobilization strategies

Infrastructure and Physical Development

Roads Infrastructure sector are represented by ever increasing demands for expansion and improvement in road sector in KPK. CDS realized the fact that both passenger as well as freight mobility in most of the province is through road network. It is therefore deemed important to not only expand the existing road network but also invest for improving the existing road and communication networks. CDS has therefore proposed an ambitious infrastructure rehabilitation and expansion program for the coming years in much of KPK province. Accordingly, CDS assigns equal focus to enhancing investments in revamping existing road and communication network in addition to undertaking expansion in communication network on genuine need basis across the province.

Irrigation CDS realizes the importance of expanding the irrigated area in the province as a means of enhancing overall agricultural productivity. For this purpose, CDS lays down a comprehensive mechanism for expanding irrigation system to hitherto under-covered areas so that agricultural productivity in the province could be multiplied. An equal focus under CDS is placed on revamping and further improving the existing irrigation network across the province for optimizing the productivity from the existing irrigation system. Similarly, CDS also puts focus on introducing water efficiency initiatives so that precarious water resources could be used more efficiently and in a more effective manner while minimizing wastage. Initiatives under CDS are therefore proposed for small scale irrigation schemes, water conservation and ground water regulation efforts as a means to address both supply side as well as demand side of irrigation management for better water resource management in the province.

Energy and Power CDS is fully cognizant of hydroelectric potential of the provinces and suggests a holistic strategy for undertaking energy development projects through indigenous resources. For this purpose, CDS proposes to invest substantial proportion of net hydel profit arrears being received from federation for implementation of an ambitious hydroelectric power generation plan in the province. The plan also provides for a robust and meaningful participation of the private sector through enabling public private partnership framework for mobilizing additional resources for investment initiatives.

CDS accordingly has prioritized the following sectors for focus and implementation in coming years in infrastructure sector in KPK province.

- Investments in new and expanded road infrastructure
- Investments for maintenance and up gradation of existing road network
- Construction and maintenance of new irrigation structures and canals
- Investments for augmenting hydro-electric potential in the province through government and public private partnership mechanism
- Flood protection works and small dams rehabilitation/construction

- Investments for strengthening housing sector and urban rejuvenation in the province

Economic Development:

Agriculture represents a major productive sector crucial for livelihood and socio-economic well-being of almost three quarters of population in the province. Agriculture productivity for majority households in KPKK is directly dependent upon crops and livestock products. Optimal productivity from these sectors is therefore important for saving many poorer households in becoming victims of vicious poverty trap in the province. However, a range of factors hamper the productivity in agriculture sector including fragile natural resource base, fragmented land holdings, under-funded research and extension services and usually high input costs. CDS has taken cognizance of all these issues and proposed remedial measures to boost economic output from agricultural sector through targeted interventions in the coming years. These initiatives would cover areas such as assistance through improved access to inputs and technology, land leveling and development programs, better agricultural research and extension services and initiatives covering land improvements and enhanced irrigation efficiency. All these interventions under the aegis of CDS are likely to enhance economic output from agricultural sector in KPK in the coming years.

Industrial and mineral development represents focus areas under CDS for investments for augmenting economic development in the province. Both these sectors have huge potential for providing employment to local inhabitants on fast track basis. CDS intends to fully actualize the potential of these sectors to serve as engines of growth by making investments in related infrastructure development initiatives. CDS also envisages a paramount role of the private sector in enhancing productivity and outputs from these vital sectors where KPKK has a competitive edge. Initiatives geared towards introducing value addition and improved marketing of finished products have been conceived under CDS so that economic viability of these sectors could be sustained. Better coordination and facilitation is also envisaged for working on opportunities of export promotion in these productive sectors. In order to promote business friendly environments, CDS envisages putting in place enabling business setting and strengthening policy framework which would attract both residents as well as outside entrepreneurs for making much needed investments in industrial sector in the province. As a corollary to promoting industrialization in the province, CDS also puts equal emphasis on improving the technical and vocational education systems in the province. These measures would ensure availability of capable and professionally trained work force for meeting up with the demands of expanding industrial sector in the province in the coming years.

In addition to the above-mentioned priority areas for investment in coming years, CDS also provides for catering to requirements of several cross cutting sectors and themes in the province. These cross-cutting themes shall also be pursued as integral components of CDS and include gender mainstreaming, environmental protection and information technology. By undertaking concomitant interventions in these sectors, CDS aimed to balance the investments under this strategy by making it more inclusive, sustainable and transparent with a clear citizen focus.

Implementation and Costing: In order to ensure smooth implementation, horizontal linkages between CDS and Medium Term Budgetary Framework were proposed in KPK. In this way, CDS was to act as the guiding document for agreeing on MTBF investments under the normal budgetary system of the provincial government. Implementation of CDS was proposed to be monitored by high powered committees within provincial P&D for ensuring adherence to key priority areas under normal budgetary system and annual development plan. Costing exercise for implementation of CDS was also undertaken both in short as well as medium term time-frame. This costing exercise was done while keeping in view the existing domestic resources as

well as likely resource transfer potential from federation under NFC award. The costing exercise pointed that an estimated 960.43 billion rupees would be needed for implementing CDS between the target years of 2010-17. This costing was to be met through domestic resource mobilization, federal receipts under NFC, net hydel profit arrears as well as contributions from international development partners. In addition to costing exercise, CDS implementation was also facilitated by development of a comprehensive monitoring system (based on 12 key indicators) so that progress and implementation hurdles during the time-frame of CDS are addressed in a systematic and well-informed manner.

II-Economic Growth Strategy

6. Economic Growth Strategy for KPK was designed as a sequel to CDS with the prime objectives of identifying core sectors which could lead the process of economic growth and development in the province. It was seen as a means to provide added sectoral focus in selected areas of economy through priority investments and complementary policy framework. By declaring selective sectors as engine of growth, EDS was designed to facilitate fast track development of the economy, leading to economic prosperity and job creation. Under EDS, the following sectors were declared as priority sectors for public sector investment focus in the coming years.

- Agriculture value addition and agro-processing industries
- Mining
- Oil and Gas and hydro-power in natural resources
- Tourism in services sector.

7. The rationale behind EDS laid in the assumption that accelerated growth could be achieved by concentrating on province's natural resource base (hydel power, mining, minerals, oil and gas etc.). Fast track progress in these priority sectors is to be achieved under EDS by simultaneously, developing support sectors such as energy, water, telecommunication, infrastructure, irrigation etc. so that impediments to the growth in priority sectors could be dealt with. EDS is therefore designed to bring in place an economic turn-around by improved service delivery through strategic investment in priority growth sectors. EDS is also based upon the assumption that natural resource endowment of the province can be utilized for putting in place light and high value added industries which would in turn lead to job creation in less affluent areas of the province. Strengthening of private sector is another critical pillar of EDS whereby Government would limit its role to facilitator and catalyst for fostering a business friendly environment conducive to private sector led development in the province. Such an environment would entail removal of entry barriers, ensuring contract enforcement, improving internal security and providing basic infrastructure facilities to private entrepreneurs.

EGS Strategy

Economic Growth Strategy for KPK has the following core pillars.

- Promotion of growth sectors with comparative advantages of indigenous raw materials (e.g. minerals)
- Investments into value added industrial sectors, i.e. livestock, horticulture, dairy development, light and high value mineral products
- Focus on developing the comparative advantages for industrial sectors through reduced input costs related to energy, power, water and infrastructure

- Focus on improving the skills level of work force through greater emphasis on technical and vocational education/training
- Achieving consolidation and rationalization of public spending to do away with inefficiencies; Improving service delivery instead of piling up resources into brick and mortar
- To create and enabling and business-friendly environment for promoting private sector entrepreneurship
- Taking care of cross-cutting issues for supporting EDS including poor infrastructure, low human resource base and skills level, high insecurity, unreliable supply of utilities, weak public private partnership frameworks.

EGS and Annual Development Program Re-Orientation

8. Implementation of EDS would necessitate a paradigm shift in ADP investment mechanism by highlighting service delivery instead of brick and mortar focus. In accordance with EDS pillars, following policy shifts are proposed in ADP formulation and implementation mechanism in KPK.

- Consolidation vs. Expansion characterizing improvements in existing facilities
- Reduction in ADP throw-forward by allocating more resources to on-going initiatives
- Rapid increase in development allocations to sectors with higher returns on investments such as hydro-electricity, oil and gas, minerals etc.
- Improvement in public financial management systems by extending output-based budgeting to development budget

In this way, implementation of EDS would ensure altered pattern of development allocations in favor of more efficient and high return investment sectors thereby contributing of GDP growth, employment generation, skills development and overall area development in areas housing natural resources across KPK.

EGS Priority Sectors

Industries EDS highlights the tremendous potential which new industries can enjoy if based on rich natural resource base of the province. Similarly, EDS also argues focus on traditional industries such as construction, tobacco and farming can lead to enhanced employment generation in many under-developed areas of the province. By expanding the purview of manufacturing activities, EDS is designed to ensure exploitation of the natural wealth of the province such as minerals, gems and stones, forests, industrial materials and hydro-power etc. All these objectives are proposed to be achieved by establishing efficient and new industrial estates as well as by improving the existing industrial estates in the province.

Mineral Development KPK has huge wealth of dimensional stones such as marble, granite, precious stones, salt and industrial minerals. At present, 900 prospecting and 430 mining licenses have been granted across KPK for exploitation of this natural wealth. However, true potential of these minerals is not presently being gained due to inappropriate extraction technologies and non-modernization of exploration sector. A crumbling infrastructure is also adding to less than optimal productivity from present initiatives in mineral sector in KPK. In order to overcome these historic impediments, EDS proposes following interventions in mineral sector in KPK in coming years.

- Sectoral Evaluations to be carried out for working out the true potential of the mineral sector in KPK

- The issues of propriety rights, leases and concessions in the mineral areas to be resolved through enabling legal framework for boosting investor's confidence and boosting investments
- Development of pre-feasibility studies on value addition in different minerals to guide and facilitate potential investors
- Priority investments in infrastructure in mineral areas such as power, roads, water supply etc.
- Introduction of modernization in extraction techniques for minimizing wastage
- Establishment of Minerals Management institute for training sector professionals and experts in modern mineral development practices
- Soliciting foreign technical assistance for modernizing mineral and extraction sector in KPK
- Introduction of lending package on soft terms for attracting potential investors in the sector

Oil and Gas KPK has substantial potential in oil and gas sectors as there is potential for producing one billion barrel oil and four trillion cubic feet of natural gas. Passage of eighteenth amendment has provided additional incentives to the provinces in terms of investing in oil and gas sectors. EDS proposes to improve the public private partnership framework and communication network in the prospecting areas so as to attract local as well as foreign investments for enhanced productivity from mines and minerals sector in KPK province

Agriculture Value Addition EDS looks at agriculture sector as one of the key driver of economic growth as the sector provides huge chunk of provincial ADP alongside absorbing sizeable proportion of working Labor force. Pursuit of economic growth would therefore need change and modernization in outputs of agriculture sector in KPK. Recent experience of horticulture production in the province establishes the utility of introducing modernization in agriculture sector as engine of economic growth. Given the peculiarities of agriculture sector in KPKK and enabling components of agriculture policy, EDS suggests following key interventions in agriculture sector to boost growth and economic development in the sector.

- Expanding irrigation network and coverage to 4.33 million rain-fed area in the province
- Introduction of modern irrigation technologies for agriculture growth and productivity enhancement
- Developing water resource management plan of action for maximizing yield from irrigations in agriculture
- Continuous movement towards high yield crops such as fruits, vegetables, oilseeds etc. for enhanced income for the farmers
- Promotion of off-season vegetables through tunnel technology
- Providing support for small-scale agro-processing industries at household level such as fruit drying, production of fruit jams and jellies etc. to promote agriculture value addition
- Supporting joint ventures for livestock promotion (meat, ghee, oil etc.)
- In line with recommendations of agriculture policy, promotion of crop diversification as a means to enhance farm level income and productivity

- Promoting dairy sector and encouraging private businesses to invest in processed dairy products and value added
- Introduction of a system of crop insurance for minimizing vulnerabilities of small and medium farmers
- Incentives for private sector to establish and strengthen cold storage and cool chain facility through enabling provisions
- Increase in cultivable land of the province through improvements in cultivable waste by using modern technologies of leveling and irrigation systems
- Promotion of agriculture research and extension services to suit to local conditions of KPKK as a means to enhance farm level productivity

Tourism EDS looks at the touristic potential of KPK in terms of promoting internal and domestic tourism facilities as a means to provide livelihood and economic empowerment of communities living in areas having scenic locations. For this purpose, EDS envisages a series of enabling policy reform and infrastructure development package to make tourism-related investments a viable opportunity for prospective investors. EDS therefore proposes following course of action to transform tourism industry in KPK as one of the major contributors of economic development in the province.

- Development of clean and attractive tourist sites through collaboration between Sarhad Tourism Development Corporation and Private sector with later investing in infrastructure while the former investing in provision of actual tourism services
- Documentation and compilation of the whole range of data about existing tourism scenario (including visits, trends, priorities) so as to form a meaningful future strategy for targeted tourism development in the province
- Revisiting the policy and legal framework for facilitating the private sector to make requisite investments in tourism sector for promoting inland tourism in the coming years
- To develop and aggressive marketing strategy and program for selling the touristic attractions of the province to the consumers within country as well as abroad.

Government's role of a facilitator for private sector-led growth

9. EDS looks at the role of provincial government as a facilitator and regulator helping private sector-led economic growth in the province. The objective of EDS is to free the prospective investors from problems of red tappins and provide an enabling environment where private sector investors would feel confident to invest in growth and development with a certainty of returns on their investments.

In order to provide a business friendly environment and facilitating private sector investments, EDS proposes following interventions from the provincial government. These interventions would ensure that provincial government will only be playing its facilitator role in attracting private investment in the sectors prioritized under EGS.

- Minimize the excessive presence of government entities in productive sectors prioritized under EGS in KPKK; role of government will be curtailed to that of a regulator and facilitator
- Streamlining proprietary rights legal framework in the concessions areas with mineral resources

- Minimizing administrative burdens on private enterprises for attracting these towards investment in productive sectors
- Creating a special facilitation unit for helping out private investors in efforts to invest in productive sector, free from administrative hassle and bureaucratic hurdles
- Incentives in the form of tax break for specified periods and grants from provincial government in lieu of private sector investments
- Establishment of a business forum including all stakeholders for deliberations on various aspects of economic development and private sector-led growth in KPK
- Government investments for improving the road and utility infrastructure in mineral rich areas for facilitating private sector investments
- Putting in place special initiatives for providing complete security to private enterprises in mineral rich or natural resource abundance areas so that they could work under safe environments

10. Economic Growth Strategy has been designed to exploit the comparative advantage of KPKK in indigenous minerals and natural resources for growth through priority sectors. By incentivizing growth and private sector-led investments in sectors such as industry, mines, minerals, hydel power and by redirecting public sector investments in infrastructure and utilities' sectors, the true economic potential of KPK is planned to be exploited. Such indigenous economic growth would also lead to employment opportunities, primarily helping unemployed youth in resource rich areas of KPK. Enabling policy framework devised by government would enable private sector to perform its desirable role in leading the process of economic growth and development in the province in coming years.

III-Strategic Development Partnership Framework (SDPF):

11. SDPF has been designed by Government of Khyber Pakhtunkhwa in consultation with international development partners to address province's development challenges in line with priorities identified in overarching development policy documents in the province. The document recasts the traditional donor-recipient relationship between government and donors to a peer to peer partnership geared towards poverty reduction and inclusive growth in the province. Purpose of SDPF is to set out shared and individual commitments of donors and KPK government for development in the province. The framework is meant to provide a forum for top-level strategy fixation by setting the context for delivery of donor assistance for KPK. Strength of SDPF lies in the fact that it is aligned to the vision of coalition parties in the government and provincial strategic documents (PCNA, CDS, and EGS etc.). Similarly, the strategic framework has been linked with sector strategies and being realistically costed can be linked with budget allocation in MTBF framework. SDPF will provide basis of reform implementation, monitoring at various level, including the political as well as administrative tiers. The former will be achieved through Reform Strategic Oversight (RSO) by cabinet while the later will be done through a Change Management Unit housed in KPKK P&D department.

Vision, Mission Statement and Objectives: SDPF has a vision to attain a secure, just and prosperous society in KPK through socio-economic and human resource development, creation of equal opportunities, good governance and optimal utilization of resources in a sustainable manner. SDPF follows the mission statement of KPK government including ensuring peace and security for citizens; provision of a clean and efficient government and empowering the people to play a role in decision-making about their lives. Within this broad mission statement, SDPF has identified the following objectives which will be delivered for fulfilling government's vision.

- *Economic Growth and Job Creation:* This objective intends to make up for years of political instability and weak governance in the province. Under this objective, comparative advantage of the province in avenues such as hydel generation, minerals, fisheries, tourism, oil and gas exploration will be used to act as driver of fast-track growth and industrial development. Foreign Direct Investment in these sectors shall be attracted which will also result in job creation. Similarly, under this objective, investments in agriculture and programs of rural socio-economic infrastructure will be used to address regional vulnerabilities and provide job opportunities. Informal growth sectors shall also be strengthened through appropriate legal and regulatory reforms which will facilitate transformation of informal economy to the formal economy. Focus shall also be placed on agriculture productivity enhancement through initiatives such as promotion of high value crops, development of cultivable wastelands, promotion of fisheries and livestock sectors, establishment of dairy and meat value chain, efficient water harvesting etc. Last but not the least, provincial government also intends to undertake urban development and rejuvenation activities under this objective. These will include initiatives such as Mass Transit System for provincial capital and strategic master planning for divisional headquarters.
- *Peace-building and Rule of Law:* Initiatives will be designed for improving security situation and justice dispensation in the province as a corollary to development initiatives. Reforms will also be introduced to make the access to justice system affordable as well as efficient both in formal as well as informal justice systems. Similarly, reforms are also planned for enhancing legal empowerment of the poor and vulnerable sections of society. Investments will also be made in capacity building of law enforcement agencies at the provincial level including police and other security organizations.
- *Tangible progress in social sectors especially service delivery in health and education:* Lack of education and poor service delivery in health was cited as an important crisis driver in PCNA since KPK has been found to be lagging in important health and education related indicators. No tangible progress towards inclusive growth and development can be made unless basic level of health and education service delivery for ordinary citizens is improved. It is for this reason that SDPF envisages formulation of detailed sector strategies in health and education through technical working groups. Recommendations of these working groups underscore the importance of accelerated improved service delivery approach in both health and education sectors. Reforms under education include quality of education, adult education and literacy, curriculum reforms, better syllabus and assessment systems and improved framework for teacher's training. Similarly, reforms in health sector under SDPF include integration of preventive healthcare, immunization, autonomy for district and tehsil headquarter hospitals, revamped management of teaching hospitals and restructuring of health foundation.
- *Improved citizen participation and bringing state closer to the citizens:* Under this objective, decentralization and local governance reforms shall be prioritized as part of SDPF. KPK government has already passed a local government act and elections are expected to be held shortly. Under this act, development resources and decision-making is proposed to be devolved to the community level so that people may be encouraged to take collective decisions for their well-being and localized development. Efforts are also underway to devise an equitable resource distribution formula for allocation to the districts on actual developmental needs basis. By devolving political and administrative powers to the grass roots level, governance is expected to be made more accountable as well as transparent.

- *Improved Transparency and Accountability:* Promoting transparency and accountability in governance are key priority areas for government of KPK. For this purpose, government intends to deepen public financial management reforms and medium term budgetary framework. Both these instruments will help make budget execution process ore open to common citizens and public oversight. By using these instruments, resource utilization will be made in a transparent manner, minimizing the chances of corruption and expenditure inefficiencies. Alongside these, provincial government is also working on right to information law so that citizen's access to government decision-making processes may be enhanced. Similarly, government is also taking concerted efforts for strengthening anti-corruption establishment for prevention of corrupt practices.
- *Enhanced fiscal space for economic and social development:* Provincial government is cognizant of the fact that provincial own-tax receipts form a very limited portion of overall fiscal resources of the province. To overcome these challenges in own-source resource mobilization, provincial government has already established an independent KPK Revenue Authority. This authority is being made autonomous so that collection of General Sales Tax is improved besides enhancing capacity of the province to innovate and modernize tax collection systems with the ultimate objective of improving tax to GDP ratio. Alongside enhancing fiscal space, expenditure side will also be addressed for minimizing non-productive expenditures through expenditure review and robust audit systems. All these measures will be directed to ensure reduced non-productive costs and improved operational budget utilization by individual departments for efficient and effective service delivery for ordinary citizens.
- *Gender Equity by promulgating and implementing laws that improve the condition of women:* This objective under SDPF aims to address the chronic empowerment and equity challenges faced by women in KPK province. SDPF intends to address these challenges through effective legislation, implementation and robust monitoring mechanism spread across the whole governance framework. In addition to these broader reforms, gender strategies for individual sectors shall also be devised especially in the areas of health and education reforms.
- *Donor harmonization and efficient use of country systems:* Under SDPF, provincial government has resolved to put in place systems for effectively utilizing donor resources and international development assistance. On their part, donors are also expected to use the host country systems for more efficient delivery of assistance resources. Donors are also expected to ensure that funding is channeled to align with government priorities and that there is no duplication or wastage in its implementation.

Conclusion: The SDPF has also been provided with strategies level results framework for ensuring time- bound monitoring of the activities. For this purpose, each expected outcome of government objectives has been provided with implementation strategies, performance indicators, baseline, targets with timelines and means of verification. This strategic framework will be further dovetailed with operational level detailed monitoring plans which will be submitted by individual departments.

Integrated Development Strategy (IDS):

12. *Background:* IDS has been developed as a development roadmap for KPK province till 2018, based upon priorities identified in SDPF. IDS provides a holistic solution to governance, security and developmental challenges being faced by KPK since last many years. Solutions suggested by IDS take into consideration socio-economic milieu of the province and provide a strategy to address multiple issues with resources, planning, strategic vision and drive from political leadership. IDS promises to usher in good governance, equitable development and

economic development for improved livelihood of common citizens. IDS has been designed by using the principles of political vision formation, employing rights-based approach, aiming equitable access to basic services and efficient resource management, engaging people with programs and putting in place principle of consolidation. All these principles were used in development of IDS through a process which was informed by long term strategic view, multi-sectoral approach, political commitment, wide stakeholder consultation and measures for introducing institutional strengthening reforms. As a result of this process, a clear understanding of goals, strategic objectives, sector constraints, challenges, outcomes and priority intervention was put in place. All these interventions were led by sector coordination committees which provided lead in the whole process of formation and finalization of IDS action plans under each strategic objective.

Seven Pillars of IDS: IDS comprises seven pillars, each dealing with a number of sectors and departments. Under these seven pillars, a total of 24 departments have been included for undertaking action plan activities. In addition to these seven pillars, three cross-cutting themes including capacity building, private sector involvement and strengthened regulatory regime have also been included. As part of IDS, a result-based system has been put in place to monitor and evaluate the strategic priorities associated with each of the pillar.

Overview of main pillars/strategic objectives:

- *Pillar/Objective 1-Economic growth and job creation:* The objective intends to promote and facilitate partnership between public and private sectors through more efficient government processes and procedures. Under these objective initiatives such as agriculture productivity enhancement and adoption of modern technologies to benefit from province's natural resource and mineral base will be undertaken. Industrial and manufacturing sectors will be facilitated through cheaper energy solutions through investment in oil and gas sectors. Small and medium enterprises will be facilitated to provide better job opportunities for the poor. Enabling regulatory framework for promoting Public Private Partnerships will be devised. Infrastructure and communication access shall be provided to areas rich in natural resource base. Market driven technical and vocational skills will be provided to labor force so that they could play their role in industrial growth and economic development. The pillar also envisages urban development for making cities engine of growth and better land use utilization.
- *Pillar/Objective 2: Peace-building and Rule of Law:* Improvements in security and policing systems, transformation in prison, parole and judicial systems, and overall improvement in terms of promoting rule of law will be ensured under this pillar. Public will be made aware of their rights and mechanisms of free legal aid and rights-based governance will be put in place. Prisons reform initiatives aiming to convert prisoners in useful and reformed members of society will also be implemented under this objective.
- *Pillar/Objective 3: Tangible progress in health and education:* The pillar would entail sustainable improvements in governance and service delivery in the health and education sectors so that government could achieve MDG targets in a timely manner. The objective intends to promote access to education especially for girls through increased allocations for missing facilities and incentivizing poor to send their children to schools with quality learning outcomes. Similarly, health sector reforms under this pillar would entail revamping of health system on principles of equity, access to essential healthcare and strengthening preventive and primitive healthcare at primary, secondary and tertiary levels.
- *Pillar/Objective 4: Improved Citizen Participation:* The pillar would ensure that local governance reforms introduced through KPKLG Act result in decentralization of political

and administrative powers to the grass roots level. The citizenry would be made the leaders for provision of municipal services through enabling institutional framework. Resources and related authorities will be delegated to the district, tehsil and union council level for deepening the level of citizen participation in the affairs of the state and governance.

- *Pillar/Objective 5: Improved Transparency and Accountability:* This objective will be realized through adoption of internationally accredited budgetary systems and instruments and revamping of anti-corruption systems. It would entail revamping of government machinery along transparent lines, improved legislative frameworks, enhanced internal controls, citizen-led accountability and transparent budgetary systems. Implementation of Right to Information laws and information dissemination would mean that political and administrative decision makers would be open to public scrutiny to the extent of their decisions in matters related to governance. All these measures would promote a culture of transparency and accountability which are essential ingredients of any good governance reforms.
- *Pillar/Objective 6: Enhanced Fiscal Space:* This pillar would entail enlarging tax and own-source revenue basis as well as curtailing non-productive expenditures. Capacity of provincial government will be enhanced for plugging the leakages in tax collection besides enhancing the share of provincial receipts in resource collection so that activities under IDS could be implemented in a timely manner. Under this strategy, productive areas of the economy will be targeted for enhancing tax receipts and building the own-source revenue share within the province. Moreover, the strategy would also involve approaching the tax payers for educating them on importance of paying taxes as well as putting in place tight controls for controlling and monitoring of government expenditures. All these measures are expected to enhance the fiscal space so that development interventions under IDS could be implemented in a more effective and efficient manner.
- *Pillar/Objective 7: Gender Equity:* Activities under this pillar would entail promulgation and implementation of laws for improving the status and opportunities for women in KPK province. All loopholes leading to gender disparity are proposed to be addressed by making gender both a standalone objective as well as a cross-cutting theme in the IDS. Gender mainstreaming would entail inculcating awareness amongst policymakers regarding gender issues through gender disaggregated data at all levels. Gender empowerment under IDS would mean that all gender related vulnerabilities are addressed and issues of accessibility to essential services for women are tackled on permanent basis.

IDS Action Plan 2014-15 to 2017-18

13. IDS clearly defines a time-bound action plan for implementation of proposed interventions along with responsible departments and means of verification. Under each pillar, outcomes and outputs have been clearly identified. Pillar 1 contains 8 outcomes and 26 corresponding outputs (11 KPKIs). Pillar 2 contains 2 outcomes and 15 outputs (1 KPKI). Pillar 3 contains 6 outcomes and 26 outputs (7 KPKIs). Pillar 4 contains 1 outcome and 27 outputs (2 KPKIs). Pillar 5 contains 4 outcomes and 7 outputs (1KPKI). Pillar 6 contains 1 outcome and 7 outputs (2 KPKIs). Pillar 7 contains 4 outcomes and 5 outputs (1 KPKI). 26 outcomes, 113 outputs, 14 KPKIs, 104 actions

14. *Conclusion:* Finalization of IDS points to an important step towards setting up of development roadmap for future in the province of KPK. SDPF and IDS clearly spell a way forward for ushering in an era of economic development and inclusive growth in the province through *pursuit of an ambitious reform agenda*. Although, IDS includes a skeleton M&E

framework for keeping track of reform implementation, the same would need to be monitored in an organized and meticulous manner. More than mere tracking of individual interventions, the real challenge for provincial government would be to ensure that the *real change* encapsulated in the ambitious reform agenda of IDS is actually translated on the ground. This would mean whole-hearted efforts from Change Management Unit in P&D department and from Reform Units proposed to be set up in individual departments. CMU would need to oversee and steer the reform process under the banner of IDS through collaboration of diverse stakeholders spread all across KPK – in government as well as outside of it.

4.2 Deliverable 2 CMU Agenda and Structure Document

Background: Province of Khyber Pakhtunkhwa is presently placed on cross-roads of many challenges and opportunities. Challenges include incidence of militancy, recent history of violence, comparative disadvantage in terms of socio-economic well-being indicators, resource mobilization constraints and governance issues etc. All these challenges have been haunting the avowed objectives of good governance in the province with the result that service delivery for ordinary citizens has been beset with numerous problems and constraints. Existence of these challenges notwithstanding, a wide range of opportunities may also be identified with huge potential for improving the overall governance situation in the province. Existence of a newly elected political government with an ambitious citizen uplift and reform agenda, willingness of international development partners to extend a willing hand in support of development in the province, opportunities of enhanced resource mobilization, resulting from recent amendments in the constitution and an overall readiness of the society for owning the reform and change message of the political leadership are few of these opportunities. By carefully and meticulously working through these challenges and opportunities, provincial government of KPK can take the course for enhanced growth and equitable development in line with the political manifesto of the present government. However, realization of these ambitious reform and development objectives would necessitate a quantum change in the very working of the governance edifice of the provincial government. An alignment between political objectives and governance structures as well as systems will be required before any tangible progress on path of change and reform can be expected.

Rationale: As already mentioned, change and reform agenda of the present government in KPK has been largely finalized through overarching policy documents. While finalizing development road map for the province, a conscious effort has been made to link the proposed interventions with past reform interventions undertaken in KPK province. It is for this reason that broader policy documents including Strategic Development Partnership Framework and Integrated Development Policy have been consciously linked with past policy instruments such as Comprehensive Development Strategy and Economic Growth Strategy. All these documents have provided a clear vision and plan of action for undertaking development and growth in the province over the next few years.

However, finalization of reform menu is only the first step towards taking the path of reform operationalization. Existence of a robust reform road map can only achieve meaningful success if it is fully understood and owned by the whole range of relevant and responsible departments within the provincial government. Implementation of many of these reform interventions would entail important changes in the working systems and structures of the implementing departments. Similarly, the procedural and regulatory milieu in various sectors will also need to be made conducive for complimenting ambitious reform agenda of the provincial government. All these measures require existence of a dedicated change management unit within provincial government for enhancing the reform implementation capacity within responsible sectors and departments. On the one hand, Change Management Unit will enable oversight and steering of the reform process within provincial government in a systematic manner. On the other hand,

Change Management Unit shall also enable implementing departments to bring about requisite procedural and structural changes for complimenting reform implementation. In other words, Change Management Unit will provide a dedicated institutional mechanism to provincial government for tracking reform implementation on sustainable basis.

Policy Conformity (PC-I) In order to provide an oversight mechanism for reform implementation through CMU, Provincial Government has approved a project titled, "Establishment of CMU in P&D Department" at a total cost of Rs. 172.327 million as part of ADP 2013-14. The project has been developed for a period of two years, viz July 2013 to June 2015. The project has identified a range of sectors for reform steering and oversight in the province including, Governance, Education, Health, Institutional Restructuring, Human Resource Development, Private Sector Capacity Building, Local Government, Infrastructure.

The project has been designed for enhancing departmental capability and improving service delivery in these sectors so that these sectors are transformed in engines of growth. Change Management Unit shall facilitate reform implementation in these sectors through pursuit of the following objectives.

- Improve Governance in the Province (Implementation of overall Reform Menu-IDS)
- Enhance the efficiency of the Education, health, Local Government and Infrastructure departments (Sectoral Reform Implementation)
- Ensure better service delivery (Citizen Satisfaction Mechanism, CFM implementation)
- Develop efficient and people-friendly work environment (RTI, Ombudsman)
- Create a competent and accountable public sector (Performance Monitoring System)
- Create enabling environment for private sector to participate in the public service delivery (Effective Public Private Partnership Framework in place)

CMU will pursue achievement of these objectives through a time-bound and costed action plan spread over a period of twenty four months.

Building on P&D's comparative advantage Planning and Development Department has in-built advantages within provincial government as being the lead department for steering the development and reform menu of the provincial government. P&D has dedicated sections looking after development and reform interventions across all governance and service delivery sectors. Moreover, P&D department has routine as well as periodic development and reform monitoring mechanism with appropriate thematic capabilities. Reform Implementation Sell of the Provincial Government is also housed within P&D departments, enabling it to have a regular input on reform implementation from line departments. Last but not the least, P&D is also the focal provincial department for liaison and interaction with international development partners for donor-funded interventions. All these advantages render P&D as the most suitable organizational entity for leading on change management agenda of the provincial government.

CMU Objectives, Outcomes, Outputs and Indicative Activities

Goal: To facilitate & guide departments to effectively prepare for the successful acceptance of changes that will come with implementation of reform agenda and vision of provincial government

Objectives: Following are the overall objectives of the Change Management Unit.

1. To steer and Oversee reform process in the province

2. To facilitate reform implementation departments to undergo change management process for complimenting reforms

Outcomes & Outputs under Objective 1: Following Outcomes/Outputs are proposed to be achieved under objective 1.

- *Outcome 1:* Individual departments pursue a well-defined and prioritized reform agenda
 - *Output 1.1:* Strategic Development Partnership Framework and Integrated Development Strategy reviewed for finalizing departmental reform agenda
 - *Output 1.2:* Stakeholder consultation leads to development of prioritized reform agenda for the departments develop a time-bound and coasted reform implementation plan
 - *Output 1.3:* Departmental working and ADP aligned with prioritized reform and change management agenda
- *Outcome 2:* Reform monitoring mechanism put in place at the level of each implementing department as well as P&D with clearly-defined KPKIs
 - *Output 2.1:* Each Department finalizes KPKIs for monitoring implementation of prioritized reform agenda in collaboration with P&D
 - *Output 2.2:* Reform units in each department fully trained in monitoring reform implementation
 - *Output 2.3:* Reform Implementation Cell fully resourced for reform implementation monitoring in collaboration with relevant departments
 - *Output 2.4:* Periodic progress sharing mechanism for reform implementation developed between CMU, Reform Implementation Cell and implementing departments
 - *Output 2.5:* Monitoring of reforms operationalized in relevant departments and Reform Implementation Cell

Outcomes & Outputs under Objective 2: Following Outcomes/Outputs are proposed to be achieved under Objective 2.

- *Outcome 3:* Change Management Strategies finalized for each department
 - *Output 3.1:* Assessment of departments completed for implementing change management plan
 - *Output 3.2:* Change Management Teams (CMU & Department) finalized and provided orientation
 - *Output 3.3:* Change Management and Communication Plan developed for each department
 - *Output 3.4:* Tracking, reporting and monitoring plans for Change Management Strategy finalized
 - *Output 3.5:* Training/Coaching/Mentoring Plans developed by each department
- *Outcome 4:* CMU monitors implementation of Change Management Plans
 - *Output 4.1:* CMU/P&D periodically monitor reform and change management plans implementation

- *Output 4.2:* CMU facilitate stakeholder briefings/consultations regarding progress on reform implementation
- *Output 4.3 :* CMU compiles research/lessons learned activities for policy dialogue and course correction

Indicative Activities under Objective 1: Objective 1 of oversight and steering of reform initiatives will be achieved through pursuit of three closely-linked outcomes. Under Outcome 1, departments will be required to bring about consensus and clarity about prioritized reform agenda which will be pursued through normal working as well as Annual Development Plan implementation within the department. For this purpose, departments will be required to undertake several activities including sessions for brainstorming on how to prioritize reform agenda; a detailed overview of overarching reform policies such as Integrated Development Strategy, Strategic Development Partnership Framework, Departmental Annual Development Plan stipulations etc, undertaking stakeholder consultations within and outside departments to contemplate the role and responsibilities of the department for reform implementation and finalization of a time-bound and coasted reform implementation plan for department for next few years. Output 2 under this objective will pertain to all important interventions for putting in place a dedicated reform monitoring mechanism within the department. Under this outcome, departments will require to finalize a comprehensive reform monitoring mechanism with clearly defined key performance indicators, corresponding to various reform interventions which will be updated on regular and periodic basis. Very importantly, reform monitoring under this objective will be clearly distinguished from routine ADP monitoring as departments will be required to ensure a deeper and contextual monitoring, different from limited project intervention monitoring. Reform monitoring under this objective will be led by Change Management Unit in close collaboration with Chief Secretary's Reform Implementation Cell as well as Reform Units to be established within each department. Change Management Unit will be responsible to enable departments to conceptualize strategic dimensions of reform monitoring so that movement towards promised reforms and operationalization of underlying changes is made a regular feature of the working of the department. The results of regular monitoring under this outcome will be regularly reviewed by Steering Committee, to be headed by Additional Chief Secretary in P&D department. Last outcome under this objective will pertain to an internal review process within each department whereby efforts will be made to align departmental systems and procedures with the spirit of reform menu, identified by respective departments. For this purpose, each department will undertake a basic business process review as well as HR review so that internal systems as well as working of the department is aligned with the spirit and objectives of the reform initiatives being implemented by the department. Last but not the least, departments will also undertake a robust review of their Annual Development Plans so that these are reconciled with the priorities identified under reform menu finalized by each department. The objective will be to ensure that ADP investments are consciously geared towards pursuit of synergized reform objectives of the department.

Indicative Activities under Objective 2: Interventions under second objective will be geared towards identification and implementation of change management activities in each department for complimenting reform operationalization. This objective has been designed in lieu of the fact that traditional project implementation by departments usually overlooks the importance of ensuring concomitant changes within the departments and their working which would actually show actual change for end-users. Any project intervention can only be termed as effective and meaningful if it succeeds in bringing about a visible change in perceptions of end users in terms of betterment of service delivery and departmental performance. To achieve this objective, two inter-related outcomes have been designed under this objective. Under Outcome 1, each department will be required to undertake a comprehensive process for finalizing departmental

change management action plan which will complement the reform agenda of the respective department. A wide range of activities will be undertaken under this outcome including departmental assessment, stakeholder identification, formation and capacity building of change management teams within departments, identification of change management activities for complimenting reform interventions by the department, design and implementation of a communications strategy for complimenting implementation of change management plan. All these activities under change management plan will be meant to clearly show the change that the department will undergo as a consequence of reform implementation. Second outcome under this objective will focus on Change Management Unit within P&D department which will be providing leadership for monitoring implementation of change management plans by individual departments. For this purpose, periodic meetings and consultative sessions will be held with individual departments for assessing progress on reform and change management plan implementation. Change Management Unit will also lead on process of implementing an overall communication and citizen feedback strategy whereby quick wins under reform interventions and change implementation will be shared with citizens and other stakeholders. Change Management Unit will also work to undertake evaluations of reform implementation and development of knowledge products on the basis of successes and experiences of reform implementation in the province for informing policy discourse. Last but not the least, Change Management Unit will also put in place a mechanism of regular interaction with print and electronic media to keep them informed about the progress on reform implementation and successful change operationalization within provincial government.

Strategy for Change Management in KPK: Following steps will formulate the implementation strategy for implementing change management in KPK province.

- Prioritization of Reform Agenda for Visible Change
- Inculcating Ownership of Prioritized Reform Agenda by Departments
- Development of Change Management Action Plan to Compliment Reform Implementation
- Implementation of Change Management Plan in Departments
- Monitoring of Change Management Plan

To operationalize the above-mentioned strategy, following steps will be undertaken in terms of process of implementation of change management through reform implementation.

- Assessment of Departments for Change
- Establishment of Change Management Team
- Development of Change Management and Communication Plans
- Tracking, Monitoring & Reporting regarding Implementation of Plans
- Development and Implementation of Training & Mentoring Plans
- Managing the Transition
- Progress Monitoring

Institutional Arrangements: Change Management Unit will be housed in Planning and Development Department of the Government of Khyber Pakhtunkhwa. For the purpose of providing overall leadership and guidance, a high-powered steering committee has already been notified with Additional Chief Secretary in chair. The steering committee shall meet at periodic intervals and shall review the progress made by Change Management Unit as well as by individual departments in pursuit of reform implementation. Within P&D department, Chief

Economist will act as Project Director for Change Management Unit activities and shall provide on-going guidance for its activities. In addition to steering committee within P&D department, a dedicated Reform Unit will also be notified within each implementing departments. These Reform Units will liaise and coordinate with Change Management Unit on regular basis and shall provide monthly reports regarding implementation of reform agenda. Each departmental Reform Unit will have a designated focal person for Change Management activities who will act as leader of the departmental change management team and will perform the role of reform champion within respective departments. For the purpose of reform monitoring and steering, Change Management Unit will also closely liaise with Reform Implementation Cell, established within office of the Chief Secretary. While Reform Implementation Cell shall regularly monitor operational aspects of reform implementation, Change Management Unit will focus on the monitoring and sustaining transformational aspects of the reform agenda within individual departments. Change Management Unit will also closely coordinate with other / allied reform programs under implementation within provincial government such as Sub-National Governance, Governance Support Program, and PCNA etc for augmentation of reform support interventions and curtailing possibilities of duplication.

Internal Structure of Change Management Unit will comprise both government functionaries as well as sector experts. Chief Economist of P&D department will act as Project Director for CMU, assisted by a Director of Projects. In terms of experts, there will be consultant team leader while six sector experts (Governance, Health, Education, Infrastructure, Institutional Restructuring, MIS, Human Resource Development and Private Sector Development) will be looking after reform implementation in their respective sectors. Team leader and CMU experts will be reporting to Chief Economist as well as Secretary P&D on regular basis.

Stakeholders, Roles and Responsibilities: In view of the fact that bringing about meaningful change in the lives of ordinary citizens represent the core objective of present government in KPK, a wider stakeholder base has been envisaged for Change Management Unit activities. These stakeholders will include elected political leadership, civil society, non-government organizations, government departments, international development partners, local governments and media. All these stakeholders have varied expectations and responsibilities in terms of finalization and implementation of reform agenda in the province. Elected political leadership has provided broader reform roadmap for provincial government and will be kept abreast of implementation of reform interventions. Civil Society and NGOs represent key actors for articulating linkages between governance systems and citizen's expectations and demands for improved service delivery edifice. Civil Society groups have been associated with finalization of reform agenda and will be regularly updated about implementation of reform menu by Change Management Unit. International Development Partners have vital relevance in terms of supporting government's reform agenda across a wide range of sectors as manifested through development of Strategic Development Partnership Framework in KPK. Change Management Unit will ensure a regular liaison and information sharing system so that these partners are fully on-board regarding status of reform implementation in various priority sectors. Change Management Unit also envisages a vital role for local government institutions in bringing about transformation through reform implementation due to their upfront role in service delivery. It will only be through reflection of positive impact of reform intervention at the grass roots level that the real objective of bringing about meaningful changes in lives of ordinary citizens would be realized. Last but not the least, media represent a key partner for implementation of change management interventions in the province. Media will have a dual role in ensuring effective reform implementation and transformation. On the one hand, it will act as a major conduit of demand mobilization from citizen's perspective for improved service delivery. On the other hand, it has also a major role to play in terms of providing a watchdog role for ensuring that reform implementation process stays on track. Change Management Unit aims to associate

media in a pro-active manner through comprehensive communication strategies during the process of implementation of reform agenda.

Strategic Results Framework: In order to measure progress of change management unit interventions, a mix of impact (or objective) and outcome (or performance) indicators (Key Performance Indicators) have been designed. Development of Change Management Unit log frame is predicated upon the assumption that through robust implementation of reform and change agenda of the provincial government, a quantum change in standards of service delivery and governance can be witnessed in short to medium term. The methods used to establish the baseline and to track progress against each indicator is summarized below.

Definition & Measurement Methods for Objectives & Outcome Indicators:

Key Performance Indicator	Explanatory Note
Objective 1: To steer and Oversee reform process in the province	
Provincial P&D builds capacity for reform steering through a dedicated & fully functional CMU	Establishment of fully resourced CMU with functional linkages with all line departments & sectors would enable P&D department to keep track of reform implementation in the province
Reform Units operationalized in all line departments for leading on reform strengthening processes & systems	Reform Units in individual departments develop linkages with field and line formations to get regular feedback & provide backstopping for on-ground implementation of reform initiatives
Outcome 1: Individual departments pursue a well-defined and prioritized reform agenda	
Departments finalize concise reform agenda on the basis of IDS, SDPF, ADP policy guidelines & sectoral reform frameworks	Reform interventions presently reflected in diverse policy documents need to be brought in one document in a prioritized manner for meaningful reform pursuit in each department
Prioritized reform agenda of each department shared with & understood by line and field formations of the department for uniform clarity on future reform vision	Unless field formations in each department are fully aware of reform priorities of the department, meaningful impact of reform implementation will remain elusive
Outcome 2: Reform monitoring mechanism put in place at the level of each implementing department as well as P&D with clearly-defined KPKIs	
Key Performance Indicators for outcome as well output level progress measurement of reform implementation in each department finalized	CMU & Reform Implementation Cell will facilitate all departments to develop KPKIs for each of their planned reform implementation for regular monitoring and progress review
Regular progress reporting system on reform implementation finalized and operationalized by CMU for informing P&D steering committee	CMU will be collecting reform implementation progress from all departmental reform units as well as Reform Implementation Cell & sharing it will all stakeholders on regular basis
Objective 2: To facilitate reform implementation departments to undergo change management process for complimenting reforms	
Provincial Government Department accept Change Management Process as distinct from project implementation for introducing transformation within various sectors	Historical patterns of project implementation fails to highlight & deepen changes actually envisaged through reform implementation which is something CMU will strive to introduce
Citizen perception about service delivery improvements at ground level provide evidence of meaningful changes thorough reform implementation	Transformation in standards of service delivery for ordinary citizens will be the best evidence of deepening and effective implementation of reform implementation in various sectors
Outcome 3: Change Management Strategies finalized for each department	
Departmental Change Management Plans developed for on-ground implementation	Each department will finalize change management plan after completion of departmental assessment, stakeholder analysis and finalization of reform agenda
Communication Plans finalized for each department for sharing reform agenda and implementation progress with all stakeholders	Departmental communication plans will be required to bring internal as well as external reform partners on board for strengthening reform implementation process
Outcome 4: CMU monitors implementation of Change Management Plans	
Progress reporting operationalized on departmental change management plans as per mutually agreed KPKIs by CMU	All reform units within individual departments will be sharing progress on change management plans with CMU for keeping track of reform implementation against laid down KPKIs
CMU regularly reports progress on implementation of change management plans with P&D as well as with other stakeholders	CMU will collate progress on departmental change management plans and present for review and decisions by P&D from the platform of steering committee

Risks and Mitigation Strategy: Following is a description of possible risks likely to be encountered in the working of change management unit and the strategy through which these will be handled during implementation.

Risk	Level	Mitigation Measures
Security Situation	Medium	Security Situation and violence may impede smooth implementation of ambitious reform agenda in some parts of the KPK province. However, this risk may be tackled by focusing on reform implementation in relatively peaceful areas to bear some early & low hanging fruits. Early successes may engender confidence and positive attitude for efforts for reform implementation even in security challenged areas of the province
Lack of Clarity in Implementing Agencies	High	Change Management represents a new and novel notion in the governance system of KPK province. There is a likely risk that lack of clarity about change management processes (as against project management) may lead to implementation hurdles. However, provision for frequent stakeholder dialogue and focus group discussions, to be facilitated by CMU will overcome the issue of lack of clarity and slow implementation in various departments
Resistance to Change	Medium to High	This eventuality is more likely at the district level as field formations in various departments may not be fully on board regarding ambitious reform agenda. Similarly, resistance to meaningful changes and an effort to maintain status quo may also be witnessed especially at the file level. For this purpose, CMU will incorporate specific activities targeted at field formations to bring them on board in the process of reform implementation
Lack of requisite resources	Medium	There is a likely possibility that in view of the existence of an ambitious reform agenda, mobilization of matching resources may not be possible in short to medium term. Similarly, there is also a likelihood of waning of resources regime proposed to be committed by international development partners. To address this eventuality, CMU will encourage departments to prioritize their reform interventions so that optimal resources are deployed for maximizing returns from most productive investments in various sectors
Duplicating Entities	Medium to High	A number of donor-funded projects for introducing reforms are under implementation in KPK. Similarly, several project management units are also working within provincial government leading on various aspects of reform identification and implementation. There is a likelihood that existence of these parallel entities might lead to duplication and repetitions in terms of reform implementation. CMU intends to use the platform of P&D steering committee for better coordination and effective liaison between various entities associated with the mandate of reform implementation and monitoring. Sharing of progress updates and consultative monitoring will also be deployed for ensuring focus and dedicated treatment of priority reform agenda

KPK REFORM IMPLEMENTATION MATRIX: Reform agenda of KPK government is derived from a range of overarching policy documents. These documents include Strategic Development Partnership Framework and Integrated Development Strategy. Both these documents represent logical development from earlier reform vision documents of KPK government including Comprehensive Development Strategy and Economic Growth Strategy. In addition, the latest reform menu of provincial government has also been informed by certain sector-specific reform policy frameworks which have been developed for individual departments such as Mines & Minerals, Tourism, Agriculture, Livestock etc. Following table provides a summarized version of reform implementation matrix, which has been developed by KPK government in the final shape of Integrated Development Strategy document. Over 120 reform interventions are proposed to be undertaken against these reform areas and sectors in next three to four year period.

Reform Pillar	Reform Areas	Sectors/Departments
Pillar 1	Economic Growth & Job Creation	Energy, Agriculture, Transport, Mines & Minerals, Urban Policy Unit, Finance
Pillar 2	Peace Building & Rule of Law	Law, Finance, Local Government & Rural Development
Pillar 3	Tangible Progress in Social Service Delivery (Health & Education)	Education, Health & Population Welfare
Pillar 4	Improved Citizen Participation	Local Government & Rural Development, Finance & P&D
Pillar 5	Improved Transparency & Accountability	Anti-Corruption, Infrastructure, P&D, Establishment
Pillar 6	Enhanced Fiscal Space	Excise & Taxation, Finance
Pillar 7	Gender Equity	Education, Health, Technical Education, Cross-Cutting
Pillar 8	Donor Harmonization	Cross-Cutting

4.3 Deliverable 3 CMU Work Plan and Budget

One-Year Work Plan for CMU along with Budget for 2014-15 to 2015-16

Outcome	Output	Activities	Budget (Rs)		Timeframe				Implementation Responsibility	Deliverable
			Unit Cost	Total	Q-1	Q-2	Q-3	Q-4		
1. Individual departments pursue a well-defined and prioritized reform agenda	1.1 Strategic Development Partnership Framework and Integrated Development Strategy reviewed for finalizing departmental reform agenda	1.1.1 Stakeholder meeting to finalize Departmental Reform Menu and its publication	10000	10000x3 5	X				CMU	1.Minutes of the meeting
		1.1.2 Dissemination of Departmental Reform Menu to stakeholders in booklet form	500000 LS	500000	x				CMU/Departments	2. Published Leaflet
	1.2 Stakeholder consultation leads to development of prioritized reform agenda for the departments to develop a time-bound and costed reform implementation plan	1.2.1 Departmental internal meetings including CMU to approve prioritized reform implementation action plan	NA	NA	x				Departments	1.Finalized reform implementation action plan
	1.3 Departmental working and ADP aligned with prioritized reform and change management agenda	1.3.1 Internal departmental review to synchronize departmental working & ADP investments with prioritized reform menu	NA	NA	x	X			CMU/Departments	2. ADP documents reflecting reform priorities
2. Reform monitoring mechanism put in place at the level of each implementing department as well as P&D with clearly-defined KPKIs	2.1 Each Department finalizes KPKIs for monitoring implementation of prioritized reform agenda in collaboration with P&D	2.1.1 Stakeholder Workshop within department for finalizing reform KPKIs	25000	25000x3 5	X				CMU/RIC	1.Workshop report
		2.1.2 Reform M&E framework for department approved and operationalized	NA	NA	x	X				2. Approved M&E Framework
	2.2 Reform units in each department fully trained in	2.2.1 Training workshop for departmental personnel for	10000	10000x3 5	x	X			CMU/Departments	1.Workshop report

Outcome	Output	Activities	Budget (Rs)		Timeframe				Implementation Responsibility	Deliverable
			Unit Cost	Total	Q-1	Q-2	Q-3	Q-4		
	monitoring reform implementation	reform monitoring								
	2.3 Reform units fully resourced for reform implementation monitoring in collaboration with relevant departments	2.3.1 Fully functional reform units established in selected departments	NA	NA	x	X	x	x	CMU/Departments	1.Notification of Reform Implementation Unit in each department
	2.4 Periodic progress sharing mechanism for reform implementation developed between CMU, Reform unit and implementing departments	2.4.1 CMU designs reporting format and shares with departments	NA	NA	x				CMU/Departments /RIC	1. Reform reporting templates
	2.5 Monitoring of reforms operationalized in relevant departments and Reform Implementation Cell	2.5.1 Periodic (Monthly) sharing of reform progress reports between departments & CMU	NA	NA	x	X	x	x	CMU/RIC	1.Periodic reform progress reports
3. Change Management Strategies finalized for each department	3.1 Assessment of departments completed for implementing change management plan	3.1.1 Technical services procured for undertaking departmental capacity assessments (for selected departments) in line with requirements of reform implementation	500000 0 LS	5000000 LS					CMU/Departments	1.Reports of Consultants submitted to departments/CMU
		3.1.2 Selected departments incorporate systemic and institutional changes in line with departmental assessment for smooth reform implementation	NA	NA	x	X			Departments	2.Requisite Notifications issued
	3.2 Change Management Teams (CMU & Department) established within departments and provided orientation	3.2.1 Technical Experts hired for conduct of training workshops for selected departments in themes of change management for effective implementation of	300000 0 LS	3000000 LS	x	X			CMU	1.Final Reports of Training Workshops

Outcome	Output	Activities	Budget (Rs)		Timeframe				Implementation Responsibility	Deliverable
			Unit Cost	Total	Q-1	Q-2	Q-3	Q-4		
		reform agenda								
	3.3 Change Management and Communication Plan developed for each department	3.3.1 CMU facilitates development of Time-bound Change management & reform communication plans	NA	NA	x	X			CMU/Departments	1. Duly approved change management and communication plan documents
	3.4 Tracking, reporting and monitoring of Change Management plans	3.4.1 CMU holds stakeholder sessions in selected sectors for devising mechanism of monitoring and reporting of change management plans	10000	10000x20	x	X			CMU	1.Reports of stakeholder sessions
4. CMU monitors implementation of Change Management Plans	4.1 CMU/P&D periodically monitor reform and change management plans implementation	4.1.1 Bi-Monthly meeting held between CMU and departments for discussing progress and bottlenecks on reform implementation	NA	NA	X	X	X	X	CMU/Departments	1. Minutes of the meetings
		4.1.2 Three monthly meetings of CMU Steering Committee held for reviewing implementation of CMU workPKlan and reform implementation progress	NA	NA	x	X	x	x	CMU	2. Minutes of the meetings
	4.2 CMU facilitate stakeholder briefings/consultations regarding progress on reform implementation through a comprehensive media strategy	4.2.1 Media firm hired for developing a comprehensive media strategy for disseminating progress on reform	2000000 LS	2000000 LS	X	X			CMU	1. Document of change management media strategy

Outcome	Output	Activities	Budget (Rs)		Timeframe				Implementation Responsibility	Deliverable
			Unit Cost	Total	Q-1	Q-2	Q-3	Q-4		
		implementation with all stakeholders 4.2.2 CMU develops quarterly progress reports on reform implementation for print and electronic media	25000	25000x4	x	X	x	x	CMU	2. Compiled progress reports by CMU
	4.3 CMU compiles research/lessons learned activities for policy dialogue and course correction	4.3.1 CMU commissions action research on various reform themes within selected departments	100000 0 LS	1000000 LS			X	X	CMU	1. Research Reports
		4.3.2 CMU develops concise policy briefs in selected sectors sharing reform implementation experience	NA	NA			x	x	CMU	2. Policy Briefs
Grand Total			Rs. 1,65,25,000							

Note:

- Cost items showing NA will be met through regular CMU/Departmental working budgets/resources
- Four Quarters cover the period between July 2014-15 to June 2015-16
- Lump sum costs reflect upper limits of budgetary ceilings
- Activities pertaining to “selected departments” will be undertaken based on Steering Committee Decisions on the exact departments

Summary Of Expenditure-Head Wise (PKR.)

Sr. No.	Details of Expenditure Head	Total Expenditure (2015-16)	Grand Total
1.	Meetings & Workshops	45,75,000	45,75,000
2.	Training & Capacity Building	33,50,000	33,50,000

Sr. No.	Details of Expenditure Head	Total Expenditure (2015-16)	Grand Total
3.	Consulting Studies	60,00,000	60,00,000
4.	Publicity & Awareness	26,00,000	26,00,000
	Grand Total		1,65,25,000

4.4 Deliverable 4 Institutional Approach to Reform Articulation

Dissatisfaction with business as usual is not an exceptional state of affairs for many public service entities. Ever-expanding and increasingly complex challenges of governance in modern day continuously require a closer look at the way things are being managed by governments. More often than not, such an effort usually brings home the importance of inadequacy of governance edifice and wherewithal to respond effectively to people's aspirations for improved outcomes from system of governance in any jurisdiction. Problem of this nature become more complex and serious in less developed societies where a wide range of complex issues such as legitimacy of state institutions, political tensions, resource constraints, fragile security situations and poor human development index continually haunt the relationship between ordinary citizens and state institutions. Inherently weaker political processes, leading to inadequate accountability and less than optimal transparency in government's working further add to seriousness of these challenges. As a result, political leadership as well as common masses are always on lookout for miracles-things happening from somewhere above and outside to change and transform the lot of common citizens for good. Very often, such promises fall way short of the expectations, hyped up through promises of change and transformation due to the comity of reasons already alluded to. As a result, the despondency of political leadership and common citizens keep multiplying, souring the state-citizen relationship. All efforts for introducing reforms and big bang changes through governance reforms are highly susceptible to this kind of scenario-all the more in the tediously complex milieu of present day Pakistan and Khyber Pakhtunkhwa province. Almost all successive governments in Pakistan as well as KPK province have tried their bit with their own reform agenda with varied degree of success and effectiveness.

Reform Identification in Government Departments:

Taking the operational aspects of reforms identification in the working of government, a certain pattern can be identified. Reforms within various government departments are generally introduced in a somewhat "passive" manner, with a surprisingly minimal role played by concerned departments in reform identification. More often, as part of annual development plan development or budget making exercise, various departments are required to identify a range of reform initiatives to be implemented through regular or developmental budgets. As a common practice, these reform interventions are designed in the form of a specific project intervention and a larger, sector-wide context is usually found to be missing. At best these represent a one-off intervention with little scope for longevity or sustainability. The other avenue for development of reform interventions take the form of donor-supported interventions whence various development partners offer resources for implementing project-based or sector-based reforms in various departments. Although, majority of donor-supported interventions are in the form of project interventions, many international development partners are increasingly moving in the direction of larger sector support interventions. The latter category can often take the shape of deeper sector-wide institutional reforms (e.g. in health or education sectors) and tend to be designed with a medium to long term focus. In addition to these two broader categories of reform identification mechanism (departments' own resource utilization and donor-supported), reform interventions can sometimes also lead from a political government's manifestos or political reiterations. Quite obviously, in none of the three usual mechanisms of reform identification, concerned departments appear to take a deeper, comprehensive and self-led role or responsibility. In all such situations, departments are literally handed down a pre-defined direction which is pursued for development of reform interventions.

Less than proactive role of concerned departments in the areas of reform introduction is not limited to identification of reforms but the pattern continues even in implementation monitoring or evaluation too. Individual departments implement reform interventions typically through project or reform units which are rarely fully aligned with mainstream departmental working. The

actual process and experience of reform implementation rarely finds entry in the mainstream working of the department which fails to learn from the intervention. Such failure to learn from reform implementation experience reduces department's ability to learn and course correct its working on any long term basis. Similarly, crucial functions of monitoring and evaluation are also largely left to the Planning and Development department. As a result, while the proposed reform is implemented as a project intervention, the ability of department to imbibe the lessons from such implementation and generate logical changes remains largely constrained. As a result, while many stand-alone interventions are implemented, the true benefits of such interventions fail to reach the length and breadth of the department in sectoral terms.

Reform Agenda Finalization in KPK-Experience of 2013-14:

A brief overview of reform agenda finalization experience in KPK during the last year can be seen to corroborate the situation narrated in the previous paragraphs. Efforts for finalization of a comprehensive reform menu were started in KPK province after the assumption of power by PTI during the last year. Since the provincial government had come into power through a message of "change", it straightaway took up the task of shaping an ambitious reform agenda in the province cutting through all governance sectors. It may be mentioned that overarching reform framework existed prior to 2013 in KPK in the shape of different documents such as Post-Crisis Needs Assessment, Comprehensive Development Strategy and Economic Growth Strategy. All three documents contained wide ranging reform proposals for the whole range of governance sector in the province. Additionally, these reforms had also been articulated in terms of the crises, faced by KPK province in recent years such as militancy, floods and other natural disasters. These reform frameworks, finalized prior to 2013 had also been broadly costed with a view to identify resource requirements for implementation of these reforms. While designing some of these reform interventions, important international development partners were also kept in the loop.

However the provincial government, soon after assuming power in 2013, embarked afresh on reform agenda finalization exercise in the full earnest. To begin with a detailed exercise in the shape of development of Strategic Development Partnership Framework for the province was launched. In this exercise, an effort was made to introduce efficiency and effectiveness in donor support for provincial government reforms. Hence through this effort, each of the donor agency was given an opportunity to identify and own a peculiar reform theme or area and dedicate its resource support for achievement of objectives in that specific thematic area. Another objective of SDPF was to align priorities of provincial governments and donor support in such a fashion that duplication and resource wastage could be minimized. The process of deliberations under SDPF was further facilitated by organization and notification of sectoral working groups. These working groups comprised representatives from relevant departments, sector experts and political representatives and were mandated to deliberate upon a desirable reform agenda for each department or sector. These working groups held in-depth consultative sessions under the aegis of SDPF and finalized a robust reform agenda for most of the provincial government departments.

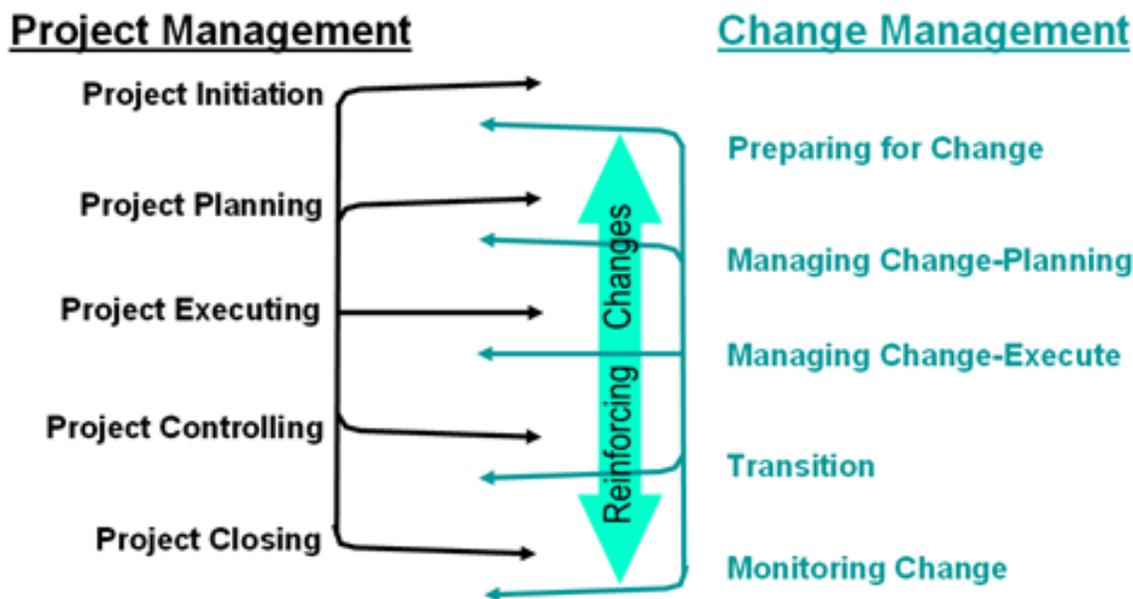
Once finalized, the reform agenda for each department was communicated to the respective department, which in turn braced for the last stage of reform agenda finalization process. This was undertaken through development of an overarching reform document, initially titled Integrated Development Strategy (IDS). IDS essentially represented the culminating point of massive exercise initiated through the process of SPDF and working group formulation. During the process of finalization of IDS, all provincial government departments were asked to list down their prioritized reform agenda on the basis of deliberations held during the course of development of SDPF and Sectoral Working Groups. Departments were also required to work out rough cost implications for implementing their reform vision. These cost estimates were

subsequently spread over a period of three to four years, providing a longer term implementation context to IDS. In this way, IDS was finally developed as essentially a Medium Term Development Plan, showing proposed reform initiatives in major departments/sectors over four year period with rough cost estimates. In majority of cases, relevant government departments were provided a meaningful opportunity in identification of their reform agenda through the process of SDPF and Working Groups.

From Project Management to Change Management in KPK

Process of finalization of reform agenda in KPK during 2013-14 brought a major shift from historic pattern by introducing the notion of change management alongside reform implementation. During the process of reform articulation, it was fully realized that meaningful reform implementation will be an elusive task unless supported and complimented by a robust change management strategy. This realization was arrived at after the long experience of project management in different sectors. Planning and Development department within provincial government had become wiser through a long history of project management experience. It was realized that mere implementation of reform agenda through stand-alone projects has hardly made a meaningful impact at the broader sectoral level. Any impact of project interventions usually wither away with the completion of project, leaving yawning gaps in terms of sustainability and institutionalizing reforms. It was also realized that reform intervention through standalone units rarely succeeds in implanting reform implementation lessons within the actual working of the department or the sector. Moreover, it was also seen that project implementation on traditional lines generally fell way short of ushering in any palpable change in terms of institutional improvement or service delivery dividends on permanent basis. *In a nutshell, even successful project implementation was hardly a guarantee of actual change in attitudes, processes or outcomes within a specific department or sector.* It was in this context that a dire need for deliberate implementation of change management principles was felt for strengthening and deepening meaningful reform implementation. It was realized that project implementation needed to be further enriched through applying principles of organizational change management for bringing about meaningful change from governance interventions in the province. Last but not the least, it was also realized the electoral manifesto of *change* needed to be fully operationalized and materialized through redefining the whole process of reform identification, articulation and implementation.

Reinforcing Reforms with Organizational Change



As a result, Planning and Development Department took a policy decision to compliment traditional project management and reform implementation with deliberate change management principles for sustaining, strengthening and institutionalizing reforms in the province.

Role of Change Management Unit in Articulating & Institutionalizing Reforms: It was in the above context that Planning and development department in KPK approved a notable project intervention for establishment of Change Management Unit (CMU) in the province. The approved PC-I referred to the objective of the intervention as effort for strengthening and steering reform process in major sectors including governance, institutional reforms, health, education, private sector development, industry, IT etc. CMU was designed to be manned by six sector experts plus a team leader for enhancing capacity of P&D department for mainstreaming reform implementation in the working of various provincial government departments. Placement of CMU in P&D department was an important step highlighting a change of perception regarding reform implementation responsibilities within provincial government. Traditionally, P&D department is responsible for overseeing and steering the implementation of Annual Development Program and the reform interventions incorporated in this plan. However, traditional role of P&D department left little scope for P&D to be involved and associated with the crux of reforms in terms of their ultimate impact in different sector. In other words, traditional role of P&D limited its mandate to ensuring successful implementation of ADP projects, with a minimal interest in the underlying reform areas, implemented through ADP investments. Establishment of CMU for the first time has indicated a departure from traditional role of P&D in reform implementation. On the one hand, CMU would enable P&D to look deeper in various reform themes and ensure a meaningful impact from their implementation. Secondly, the

sectoral expertise made available through CMU would enable P&D to provide thematic support to various departments and sectors facing problems in reform implementation process. Thirdly, CMU would enable P&D to have a broader overview of the reform implementation context through the prism of change management principles. In other words, CMU would provide an institutional context to reform implementation and monitoring, by linking departments and sectors with P&D through a two way reporting and support mechanism.

Institutionalization of reform efforts represents the other major area where presence of CMU is expected to add value to reform oversight role of P&D. This institutionalization support would be provided by CMU through employing the principles of Organizational Change Management to the traditional process of reform implementation. In other words, CMU would ensure that departments implement their reform agenda by simultaneously applying the proven principles of change management. These principles would enable departments to fully visualize and conceptualize the implicit and explicit changes that implementation of reform agenda by various departments would entail. Through this strategy, all departments would be required to look at the reform implementation process as a change management exercise for meaningful achievement of desired improvements. CMU would facilitate departments in undertaking a comprehensive analysis of their weaknesses and strengths for better and informed implementation of reform agenda. Departments will be encouraged to gauge the exact features of the proposed changes, that reform implementation is designed to bring about. Once these changes have been quantified, departments will need to identify likely stumbling blocks and resistance patterns that may frustrate efforts for bringing about the desired changes through reform implementation. Based upon the analyses of proposed reforms, institutional analysis of departments and strengths and weaknesses of each reform implementing department will be encouraged to be developed into a time-bound change management plan for complimenting reform implementation. These change management plans will be implemented under the technical supervision of P&D departments alongside project or reform implementation in different departments and sectors. An important component of these change management plans would be a comprehensive communication strategy, devised for major reform implementing departments. On the one hand, the strategy would disseminate the meanings and implications of reform implementation amongst the department and sector. On the other hand, communication strategy will also be used to keep all stakeholders informed about the issues, challenges and outcome of reform implementation process. In the process of providing institutional support to reform implementation, CMU would adhere to well-known and accredited principles of organizational change management including following key interventions.

- Establish a sense of urgency
- Create a guiding coalition
- Develop a vision & strategy
- Communicate the vision
- Empower broad-based action
- Generate short-term wins
- Consolidate change & produce more gains
- Anchor new approach in culture

In order to achieve the above objectives, CMU would facilitate all reform implementing departments to develop proper reform implementation and change management plans. Implementation of these plans will be supported by approval and implementation of a comprehensive work plan for CMU itself, incorporating all of the above-mentioned steps. To

further institutionalize the implementation and monitoring of reform implementation within provincial government, CMU will keep informing P&D department about the progress and bottlenecks through the platform of CMU Steering Committee. The Committee will be headed by Additional Chief Secretary and will comprise representatives from major reform implementation departments.

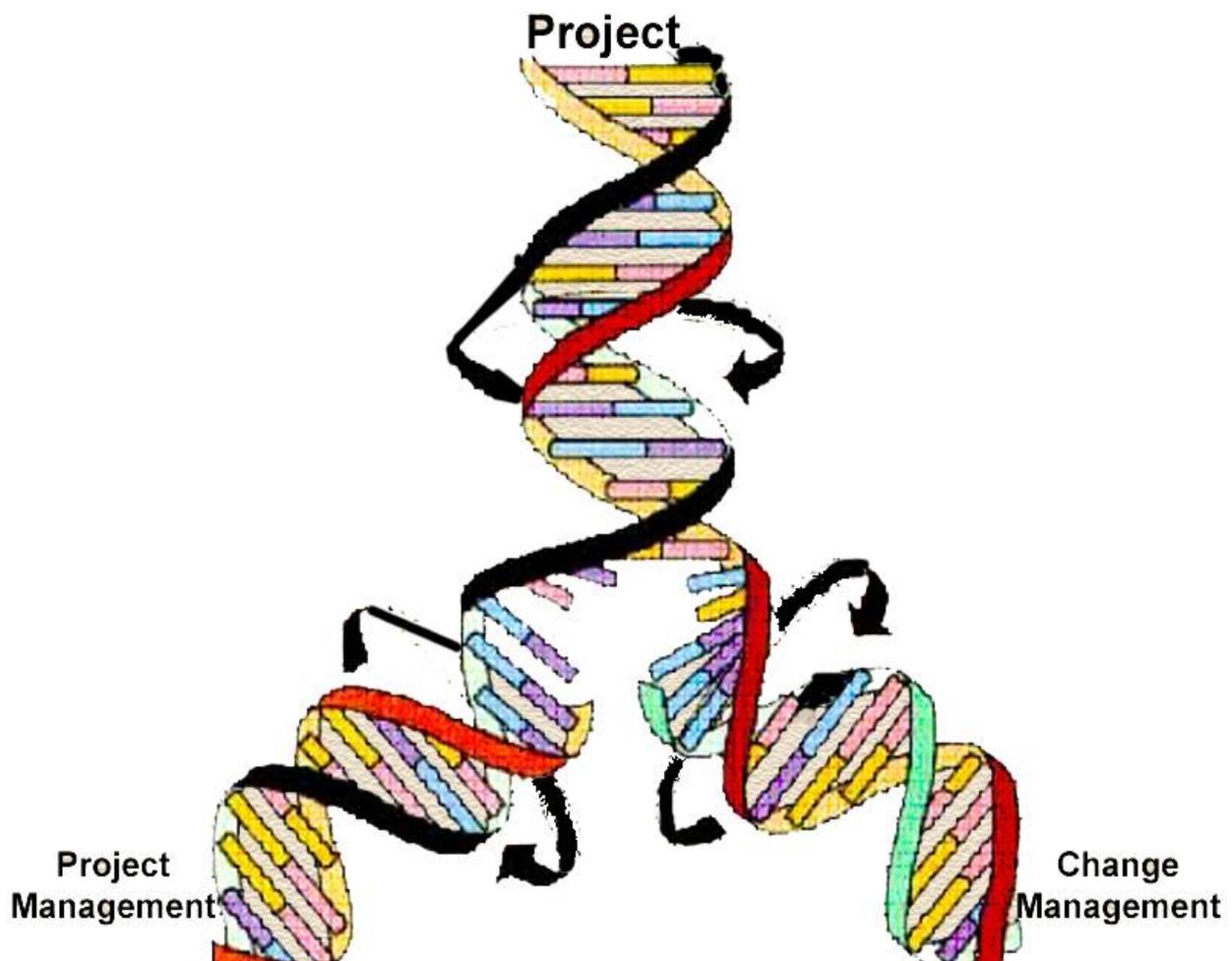
Institutionalization of reform implementation by Change Management Unit will be achieved through a comprehensive process, entailing various steps. In the first step, CMU would associate all reform implementation departments in focus group discussions to understand proposed reform context in the threadbare manner. The objective would be to enable departments to fully understand and be clear about what reform agenda for their sector actually entails-the true implications of moving from existing situation to the desired situation. Afterwards, departments will be supported and facilitated for undertaking an internal assessment to clearly see what changes would be warranted for successful implementation of reform agenda. Implementation of this activity would clearly enable departments to visualize their reformed roles and expected changes in their internal working as a result of reform implementation. The next stage of CMU support would involve departments in undertaking a comprehensive stakeholder analysis. This is yet another crucial activity as government departments typically implement reform interventions without fully understanding their likely impact on stakeholders. For sustaining reforms, it is vital that a clear idea is had beforehand on which stakeholders are likely to benefit and which are likely to resist reform interventions. Such clarity in terms of stakeholders enable departments to fully prepare for working through stakeholder support and mitigating any opposition or hindrance to reform implementation process. The next step in the process of institutionalizing reform implementation support by CMU would facilitate departments to nurture reform champion teams for providing inside leadership and internal ownership for reforms. These reform champions would act as critical mass within departments and would continue to uphold reform agenda within their respective sectors for sustained departmental ownership. CMU would also provide technical support and capacity building to these reform champions in the area of organizational change management principles. Alongside these support interventions, CMU would also facilitate each reform implementing department to develop its own change management plan for complimenting institutional reform agenda implementation. Having facilitated departments in these activities, CMU would put in place a robust monitoring, reporting and result sharing mechanism, designed to keep P&D as well as other stakeholders fully informed about reform implementation progress. Such a monitoring support role would serve a dual purpose; on one hand of constantly tracking the progress of reform implementation and tackling bottlenecks while on the other hand, keeping stakeholders informed and hence nurturing positivity through early successes. Last but not the least, CMU would also support departments in developing knowledge products related to their experiences in reform and change implementation. These outputs would enhance department's future capability in implementing changes and reforms in a more informed, effective and result-oriented manner.

Implementation of all above interventions in a systematic manner through CMU support and facilitation would ensure institutionalization and sustainability of reforms within departments, thereby succeeding in bringing about desired change at the sectoral level in a more effective manner

Sustaining & Institutionalizing Reforms in Provincial Government-Conclusion: Association of provincial government departments in reform identification and prioritization on the one hand and establishment of CMU on the other hand represent a major departure from traditional reform implementation pattern within provincial government. Involvement of CMU all through the reform implementation process and enrichment of reform implementation through

principles of organizational change management in KPK is designed to guarantee sustainability and institutionalization of reform process. Existence of CMU as corollary to P&D would mean that sectoral reform would no more be seen as mere project interventions but would henceforth be seen as catalyst for bringing about palpable changes, translating to the grass roots level. With addition of CMU, P&D would no longer be looking at project interventions solely in terms of outputs and outcomes but would be striving to understand and appreciate the true change which proposed reforms actually entail. Understanding and communicating the change context through reform implementation would be something that is designed to transform the whole institutional focus of P&D department. Similarly, by employing sector expertise within CMU, P&D department would also enable individual departments to also appreciate the true context of reforms besides augmenting their capacities for reform implementation through principles of change management.

Strengthening Reforms through Integrating Project Management & Change Management



4.5 Deliverable 5 HR Requirements for CMU

Terms of Reference-Governance Expert (24 man months)

Background: Government of Khyber Pakhtunkhwa has established Change Management Unit within Planning and Development Department with a view to steer and oversee reform process in various sectors within provincial government. These sectors include governance, education health, institutional restructuring, Human Resource Development, Private Sector Capacity Building, Local Government and Infrastructure. Establishment of Change Management Unit is to enhance capability and improve service delivery in these sectors and transform them as engine of growth of the economy. Change Management Unit will work through a pool of sector experts who would ensure reform tracking and provision of technical oversight in various thematic areas.

Services of a Governance Expert are needed to act as part of Change Management Unit pool of experts for a period of two years.

Responsibilities:

- Conduct literature review of existing research and data on Governance sector reforms and programs in KPK. Identify gaps in available data and recommend how to acquire data for utilization in effective governance planning
- Identify and plan stakeholder consultations on the theme of good governance
- Carrying-out capacity gap analysis of the Line Departments vis-à-vis Governance Sector
- Contribute in the development of position paper based on Literature Review and stakeholders' consultations
- Assist Team Leader in developing Agenda, organizational structure of CMU relating to Governance Sector with clearly aligned Key Performance Indicators (KPKI) with mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in governance sector
- Preparation of detailed work plan and estimated budget for the Governance sector of CMU for one-year period with objectives, outcomes, detailed activities and timeframe of the activities.
- Identify Human Resource requirements for CMU, with respect to governance
- Ensuring that CMU encompass the five reform pillars with focus on governance
- Take lead in developing a Governance forum on provincial level with active participation from Govt, Donors, civil society and media
- Collaborating with Governance specific projects to pool resources and compile lessons learned
- Highlighting Governance issues with Line Departments in planning and execution of the developmental projects.
- Conduct trainings, awareness programs and develop guidelines for all stakeholders, with particular emphasis on Governance theme.
- Liaison between the various stakeholders, at the Provincial and Federal Level.
- Establish close working liaison with Reform Implementation Cell within office of Chief Secretary for monitoring of progress on governance reforms implementation

- Disseminating Governance reform recommendations of the CMU among stakeholders
- Provide inputs and materials to all specialists in CMU on Governance reforms
- Regular interacting and liaising with Development Partners and arrange regular Governance specific updates, briefing etc.
- Preparing reports, briefs and monitoring progress of Governance interventions.
- Coordinating activities with other donor funded projects and interventions in the five reforms pillars
- Any other tasks assigned by Team Leader as per requirement of CMU

Deliverables: Governance expert will be responsible for provision of governance-related deliverables as included in Change Management Unit Work Plan and Reform Action Plan of provincial government. He will also be responsible for provision of monthly progress reports on the theme of governance reforms within provincial government to Team Leader, Chief Economist and Secretary, Planning and Development Department. Governance Expert will also be required to keep track and provide technical backstopping for operationalization of governance reform agenda of Provincial Government.

Reporting: Governance Expert will report to Team Leader Change Management Unit and will be working within overall supervision of Chief Economist, P&D department, Government of Khyber Pakhtunkhwa

Terms of Reference- Human Resource Development Expert (24 man months)

Background: Government of Khyber Pakhtunkhwa has established Change Management Unit within Planning and Development Department with a view to steer and oversee reform process in various sectors within provincial government. These sectors include governance, education health, institutional restructuring, Human Resource Development, Private Sector Capacity Building, Local Government and Infrastructure. Establishment of Change Management Unit is to enhance capability and improve service delivery in these sectors and transform them as engine of growth of the economy. Change Management Unit will work through a pool of sector experts who would ensure reform tracking and provision of technical oversight in various thematic areas.

Services of a Human Resource Development Expert are needed to act as part of Change Management Unit pool of experts for a period of two years.

Responsibilities:

- Undertake thorough literature review of past Civil Service Reforms diagnostic studies and initiatives undertaken in Khyber Pakhtunkhwa as well as selected ones within federal government
- Study the relevant legal framework and statutory instruments regulating HR within provincial government and governing the recruitment, working and service conditions of civil servants such as Civil Servant Acts, Efficiency & Discipline Rules with a specific focus on Khyber Pakhtunkhwa province
- Hold key informant interviews and stakeholder round tables with senior functionaries of selected provincial government departments including Establishment Department, Provincial Civil Services Academy and Provincial Public Service Commission for seeking clarity on key reform areas within Civil Service HR themes

- Design and facilitate the conduct of HR Procedures Audit of selected provincial government departments
- Design and undertake Demographic analysis of selected provincial government departments for eliciting empirical data about HR within provincial government
- Conduct detailed review of HR regulatory bodies both at policy as well as operational level within provincial government including Provincial Public Service Commission and Provincial Administration Department
- Study and highlight issues pertaining to institutional and cadre matters with provincial, technical and local council services within provincial government
- Undertake stakeholder consultations on the issues of benefits, remuneration, horizontal and vertical mobility and disciplinary matters within provincial government
- Assist Provincial Establishment department in chalking out an in-service capacity building program for provincial as well as professional cadres (both inland and international) for complimenting implementation of ambitious reform agenda of provincial government
- Lead the efforts for development of a Civil Service Reform Vision, Policy and Actionable Roadmap for Provincial Government
- Assist Team Leader in implementation of CMU Work plan and Reform Action Plan to the extent of HRM components and capacity building initiatives as included within these plans
- Undertake any other tasks as directed by Team Leader CMU for the HRM components of CMU work plan

Deliverables: Human Resource Development expert will be responsible for development of HR policy of provincial government covering areas such as Civil Service Reform Vision, Policy and Actionable Road Map. Human Resource Development Expert will also be responsible for development of a comprehensive capacity enhancement plan for provincial government and professional cadres. Human Resource Development Expert shall also be responsible for provision of all deliverable as per above-mentioned responsibilities. Human Resource Development Expert will also be required to keep track and provide technical backstopping for operationalization of civil service reform agenda of Provincial Government. Moreover, Human Resource Development Expert will be responsible for overseeing and monitoring HRM and Capacity Building initiatives as included in Change Management Unit Work Plan and Reform Action Plan of provincial government. He will also be responsible for provision of monthly progress reports on the theme of Human Resource Development reforms within provincial government to Team Leader, Chief Economist and Secretary, Planning and Development Department

Reporting: Human Resource Development Expert will report to Team Leader Change Management Unit and will be working within overall supervision of Chief Economist, P&D department, Government of Khyber Pakhtunkhwa

Terms of Reference-Private Sector Development Expert (24 man months)

Background: Government of Khyber Pakhtunkhwa has established Change Management Unit within Planning and Development Department with a view to steer and oversee reform process in various sectors within provincial government. These sectors include governance, education

health, institutional restructuring, Human Resource Development, Private Sector Capacity Building, Local Government and Infrastructure. Establishment of Change Management Unit is to enhance capability and improve service delivery in these sectors and transform them as engine of growth of the economy. Change Management Unit will work through a pool of sector experts who would ensure reform tracking and provision of technical oversight in various thematic areas.

Services of a Private Sector Development Expert are needed to act as part of Change Management Unit pool of experts for a period of two years.

Responsibilities:

- Support the establishment of a policy and legal framework for private sector development, investment and trade, as well as a public-private forum to allow the private sector to contribute inclusively and in the spirit of collaboration to the development of sound policy.
- Identify and support key sectors which are viable in province and ensure that they are supported through appropriate, market-friendly policies and capacity building.
- Consult with all stakeholders to ascertain capacity issues inside Government, private sector, Chamber of Commerce and other relevant associations.
- Provide recommendations on the required capacity building for both the private and public sector.
- Facilitate Provincial Government for developing a road map for reform implementation in the following areas
 - Business environment, linkages and value chain development
 - Women Entrepreneurship development
 - Green Growth
 - Local Economic Development
 - Industrial Policy
- Raise awareness of the concept of Private Sector Development by conducting seminars/workshops outlining importance and procedures for Forum formation;
- Conduct required workshops and seminars for the drafting and finalization of the dialogue framework for private sector reforms agenda.
- Advise the Government and private sector on the establishment of the dialogue forum and the appointment of the right level of officials and representatives.
- Present the proposed Public Private Partnership structure and framework to all stakeholders, securing consensus on the final output.
- To assist line-departments by developing guideline to provide incentives for entrepreneurship and investment by private sector.
- To prepare policy & plans documents that lead to improve productivity through competition and innovation.
- To harness national and international economic linkages through trade and investment that directly and indirectly leads the development of private sector in the province.

- To plan a strategy that will improve market access and functioning in the larger interest of private sector development.
- To assist and advice the Team Leader in Stakeholder consultations.
- To assist Team Leader in developing the Position Papers, based on Literature Review and stakeholders' consultations.

Deliverables: Private Sector Development expert will be responsible for development of Private Sector Development reform action plan within provincial government. Private Sector Development Expert will also be required to keep track and provide technical backstopping for operationalization of Public Private Partnership Development Framework across Provincial Government. Moreover, Private Sector Development Expert will be responsible for overseeing and monitoring Private Sector Capacity Building initiatives as included in Change Management Unit Work Plan and Reform Action Plan of provincial government. He will also be responsible for provision of monthly progress reports on the theme of Private Sector Development reforms within provincial government to Team Leader, Chief Economist and Secretary, Planning and Development Department

Reporting: Private Sector Development Expert will report to Team Leader Change Management Unit and will be working within overall supervision of Chief Economist, P&D department, Government of Khyber Pakhtunkhwa

Terms of Reference- Management Information System Expert (24 man months)

Background: Government of Khyber Pakhtunkhwa has established Change Management Unit within Planning and Development Department with a view to steer and oversee reform process in various sectors within provincial government. These sectors include governance, education health, institutional restructuring, Human Resource Development, Private Sector Capacity Building, Local Government and Infrastructure. Establishment of Change Management Unit is to enhance capability and improve service delivery in these sectors and transform them as engine of growth of the economy. Change Management Unit will work through a pool of sector experts who would ensure reform tracking and provision of technical oversight in various thematic areas.

Services of a Management Information System Expert are needed to act as part of Change Management Unit pool of experts for a period of two years.

Responsibilities:

- To undertake institutional capacity assessment of Department of Science, technology and IT in KPK for a introduction of a robust E-Governance system within provincial government
- To undertake diagnostic study of the capacity and institutional issues of KPK Information Technology Board through appropriate literature review and key informants interviews
- To facilitate and liaise with relevant provincial government departments including Science, technology & IT department as well as Administration department for operationalization of a Public Complaint Redressal system for provincial government departments
- To facilitate IT Board in devising strategy for office automation across key provincial government departments

- To work with Local Government department and Provincial Election Authority for an IT enabled electoral system including possible introduction of biometric system for local bodies' election
- Working with Board of Revenue and other allied agencies for providing technical backstopping for implementation of land record automation initiative
- To work with relevant provincial government departments for introduction of automation strategies and e governance systems in the following areas
 - Chief Minister's Public Grievance Redressal System
 - FIR Registration
 - District Administration E-Services Regime
 - E-Recruitment in government departments
 - E-Admissions to educational institutions
- To work with Establishment and Science, Technology & IT departments for design and approval of IT capacity building program for provincial government HR
- To work with IT Board for exploring the options of introduction of SMS and Mobile technologies for curbing petty corruption and improving service delivery in selected provincial government departments
- To assist and advice the Team Leader in Stakeholder consultations.
- To assist Team Leader in developing the Position Paper based on Literature Review and stakeholders' consultations.

Deliverables: MIS Expert will be responsible for devising a comprehensive restructuring and capacity building framework for IT Board in KPK province. He will also be responsible to ensure operationalization of Public Grievance Redressal Systems and other E-enabled systems for selected government services within provincial government. He will also be responsible to finalize a capacity development program in the area of IT for the provincial government employees in selected departments. He will also be responsible to provide regular technical backstopping for the whole range of E-Governance initiatives of the Provincial Government. MIS Expert will also be required to keep track and provide technical backstopping for operationalization of E-Governance reforms within provincial government. Moreover, MIS Expert will also be responsible for overseeing and monitoring IT-related and E-Governance based reforms as included in Change Management Unit Work Plan and Reform Action Plan of provincial government. He will also be responsible for provision of monthly progress reports on the theme of IT and E-Governance reforms within provincial government to Team Leader, Chief Economist and Secretary, Planning and Development Department

Reporting: MIS Expert will report to Team Leader Change Management Unit and will be working within overall supervision of Chief Economist, P&D department, Government of Khyber Pakhtunkhwa.

Terms of Reference- Change Management Expert (24 man months)

Background: Government of Khyber Pakhtunkhwa has established Change Management Unit within Planning and Development Department with a view to steer and oversee reform process in various sectors within provincial government. These sectors include governance, education health, institutional restructuring, Human Resource Development, Private Sector Capacity Building, Local Government and Infrastructure. Establishment of Change Management Unit is to

enhance capability and improve service delivery in these sectors and transform them as engine of growth of the economy. Change Management Unit will work through a pool of sector experts who would ensure reform tracking and provision of technical oversight in various thematic areas.

Services of a Change Management Expert are needed to act as part of Change Management Unit pool of experts for a period of two years.

Responsibilities:

- To undertake literature review of overarching reform frameworks approved by KPK government including Comprehensive Development Strategy, Economic Growth Strategy, Post Crisis Needs Assessment, Strategic Development Partnership Framework and Integrated Development Strategy
- To undertake stakeholder consultations with relevant provincial government departments for seeking consensus on reform agenda prioritization
- To assist team leader in finalizing a comprehensive reform action plan based on priorities of provincial governments as articulated by relevant provincial government departments
- To develop concise policy papers and background documents for provincial government departments on the themes of organizational change management for dissemination and awareness raising
- To design and implement capacity building programs for change management focal persons within provincial government departments for raising operational awareness about reform implementation through employing principles of organizational change management
- To coordinate and liaise with relevant provincial government departments and organizations working on reforms (Reforms Implementation Cell, Post Crisis Needs Assessment Project Team etc, Sub-National Governance Program) for ensuring synergies between efforts for strengthening reforms
- To assist team leader in finalizing a detailed reform implementation and change management plan for provincial government including the objectives, outcomes, detailed activities and timeframe of the activities, etc.
- To hold regular stakeholder meetings for communicating progress on reform implementation and operationalization of change management plans
- To assist team leader and short term communication expert in devising a comprehensive media-based communication strategy sharing with common public achievements of provincial government on reform implementation and operationalization of changes for improved service delivery
- Assist team leader in developing periodic progress and policy briefs, highlighting achievements of Change Management Unit in terms of supporting reform implementation within provincial government
- To assist and advice the Team Leader in Stakeholder consultations.
- To assist Team Leader in developing the Position Paper based on Literature Review and stakeholders' consultations.
- To perform any other tasks as required by Team Leader

Deliverables: Change Management Expert will be responsible for finalization of departmental change management plans in support of reform implementation. He will also be responsible for enhancing capacity of departmental focal persons in better understanding notion of organizational change management within provincial government. He will also be responsible for finalization of a comprehensive communication strategy for supporting and strengthening reform implementation within provincial government. He will also be responsible to provide regular technical backstopping for the whole range of change management initiatives by relevant provincial government departments. Moreover, Change Management Expert will also be responsible for overseeing and monitoring all change management related activities as included in Change Management Unit Work Plan and Reform Action Plan of provincial government. He will also be responsible for provision of monthly progress reports on the theme of change management within provincial government to Team Leader, Chief Economist and Secretary, Planning and Development Department

Reporting: Change Management Expert will report to Team Leader Change Management Unit and will be working within overall supervision of Chief Economist, P&D department, Government of Khyber Pakhtunkhwa.

4.6 Deliverable 6 Reform Action Plan

Deliverable six represents the core deliverable of CMU activity as it enunciates the reform roadmap of provincial government for the coming years. The action plan describes the reform actions in various sectors of provincial governments and provides a clear road map for implementation of these interventions. The action plan provides details of individual activities, outcome areas, monitoring indicators and implementation responsibilities. The implementation of this action plan would ensure that the real change is brought in governance sector in KPK province as for the first time reform implementation has been linked with change management strategies.

Following table provides details of reform action plan for KPK government for the coming years.

I-Good Governance

Sr.No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	Introduction of new Local Governance System	Citizen Empowerment	Decentralized Governance	Establishment of Local Councils	LG&RD	Holding of Local Bodies' Elections
2.	Khyber Pakhtunkhwa Right to Information Law 2013	Citizen Empowerment	Informed Citizenry	No of Citizen Requests met	Administration Department	RTI Commission
3.	Khyber Pakhtunkhwa Right to Public Services Act 2014	Improved Service Delivery	Easy Access to Basic Services (6)	No of Citizen Requests Met	Administration Department	RTS Commission
4.	Khyber Pakhtunkhwa Conflict of Interests Law	Transparency in Public Sector	Minimizing misuse of power	No of officials removed due to conflict of interest	Administration Department	In Legislation Phase
5.	Khyber Pakhtunkhwa Ehtesab Commission Act 2014	Promoting Accountability	Incidence of Corruption minimized	No of disciplinary proceedings	-do-	Ehtesaab Commission
6.	Public Private Partnership Act 2014	To create conducive environment for private sector	Role of private sector boosted in economic activity	PPP Committee, Unit and Nodes fully functional	Industries Department	In collaboration with the private sector
7.	Khyber Pakhtunkhwa Revenue Authority Act	Enhanced tax collection	Increased collection of provincial tax receipts	KPK Revenue Authority made fully functional	Excise & Taxation Department	-
9.	Khyber Pakhtunkhwa Public Procurement Regulatory Authority	Enhanced Transparency in public sector	Improved legal & regulatory framework for public procurement	Fully functional authority	Finance Department	-

II-Chief Minister's Special Initiatives

Sr.No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
Education						
1.	Stipend for Girl Students	Encouraging girl students	More girls enrolled	% increase in girl enrollment	Education Department	In collaboration with district authorities
2.	Hard Area Allowance for Lady Education Supervisor	Incentivizing supervision	Rigorous monitoring	No of supervisors paid allowance	-do-	-do-
3.	Education Voucher Scheme	Incentivizing enrollment	Increased school attendance	No of beneficiaries	-do-	-do-
4.	Sports Facilities in Govt. Schools	Promoting co-curricular activities	Healthy Students	No of Schools getting funds	-do-	Parent Teacher Committees
5.	Chief Minister's Education Endowment Fund	Improved higher education	Needy students get support	No of student beneficiaries	Higher Education Department	Collaboration with Universities
6.	Higher Education Endowment Fund	-do-	-do-	-do-	-do-	Collaboration with Colleges
7.	Monthly Stipend for Unemployed Youth	Helping unemployed youth	Youth empowerment	-do-	Youth Affairs Department	Collaboration with Universities and Madaris
Health						
8.	Free Health emergency Services	Improved Health Service Delivery	Emergency Services	No of beneficiary patients	Health Department	In collaboration with hospitals
9.	Establishment of Insulin Bank	-do-	Helping sugar patients	-do-	-do-	-do-
10.	Incentives for Maternal Health Services	Gender Affirmative action	Improved Maternal Health	Women beneficiaries	-do-	In collaboration with district health authorities
11.	Incentives for Immunization Services	Preventive healthcare	Better Immunization	No of beneficiary children	-do-	-do-
Employment Generation						
12.	Skill Development Program	Youth Economic Empowerment	Promotion of vocational training	No of youth beneficiaries	CM Secretariat	In collaboration with Technical Education Department
13.	MASAADA Micro-Credit Scheme	Micro-Credit	Economic	No of beneficiaries	Industries	In collaboration with

		Promotion	Empowerment of Marginalized		Department	private businesses
14.	Youth Challenge Fund	Youth Economic Empowerment	Economic Empowerment of skilled youth	-do-	Youth Affairs Department	In collaboration with district authorities
15.	Roshni Scheme for Alternate Energy	Energy Conservation	Promoting Solar Energy Usage	No of Solar Energy Initiatives launched	Energy Department	In collaboration with Bank of Khyber
16.	Khud Kafalat Scheme	Curbing unemployment	Economic Activity Generated	No of Beneficiaries	Finance Department	

III-Public Peace & Security

Sr.No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	Online FIR Registration	Accessibility of services	Prompt Reporting of Offences	%age increase in No of registered FIRs	District Police Office	Establishment of Online Registration Facilities
2.	Police to Victim Services-Toll Free Number	Speedy Grievance Redressal	Proactive Facilitation for common people	Reduction in Police Response Time	Central Police Office	Activation of 24/7 toll free telephone line
3.	Women Counters at Police Stations	Gender Empowerment	Women justly treated by Police	No of Complaints lodged by women	Central Police Office	Women Counters in Police stations
4.	Police Citizen Feedback system	Grievance Redressal	Policy working reflects citizen aspirations	Frequency of Response by Police	District Police Office	Police CFM Model developed & put in Operation
5.	Inspection of Police Stations	External Oversight	Enhanced Police Accountability	Action against Police	District Police Office	Police Inspectorate Established
6.	Expansion of TETRA Communication System in Mardan	Efficient Police Communication Systems	Speedy Information Sharing	Timeliness in information transfer	Central Police Office	Police Tele-Communication Wing
7.	Establishment of Model Police Stations	Role Models for Policing	Efficient Policing	Improved Service Delivery	Central Police Office	Central Police Office
8.	Establishment of Counter Terrorism Department	Professional handling of terrorism	Peace and Security	Improved Service Delivery	Home Department	New Department Established
9.	Raising of Canine Units	Counter Terrorism	Peace & Security	No of Explosives detected	Central Police Office	New Unit Established
10.	Outsourcing of Recruitment & Promotional Exams to NTS	Transparent Procedures	Efficient Policing	No of Exams outsourced	Central Police Office	New System Operationalized
11.	Prosecution Information Management System	Improved Conviction Rate	Efficient Prosecution	% age increase in conviction rate	Prosecution Department	Strengthened Prosecution Wing

IV-School Education

Sr.No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangement
1.	Establishment of Independent Monitoring Unit (IMU)	Effective Monitoring	Accountable Service Delivery	No of Visits and Action Initiated	Education Department	Fully Functional IMU established
2.	School Clustering	Efficient Governance	Pooling of Resources	No of School Clusters Formed	-do-	Empowered Cluster heads
3.	School based Teacher's Recruitment Policy	Transparent Recruitment	Absenteeism Curbed	No of teachers' vacancies filled	-do-	Recruitment Policy put in operation
4.	Biometric System	Ensuring Staff Presence	Curbing Absenteeism	No of offices where applied	-do-	Necessary Hardware made available
5.	Complaint Redressal System	Grievance Redressal	Improved Service Delivery	No of Complaints Addressed	-do-	Focal Persons Made Functional
6.	Textbook Board Restructuring	Institutional Reforms	Enhanced Quality of Textbooks	Revised Text Board Policy	-do-	Reformed Text Book Board Functional
7.	Uniform Medium of Instruction	Equity of Opportunity	Better Learning Outcomes	No of Primary Schools included	-do-	Phased role out of uniform medium
8.	Establishment of Examination & Assessment Commission	Standardization of Examination	Transparent Assessment	No of Examination held	Examination & Assessment Com.	Phased Implementation
9.	Early Childhood Care & Education	Introduction of Pre-Schooling	Greater learning opportunities	No of schools with pre-schooling facilities	Education department	Phased Implementation
10.	Revamping of BISEs	Institutional Reforms	Efficient educational governance	No of BISEs restructured	-do-	Project Management Unit established
11.	Adopt-a-School Concept	Philanthropy	School Improvements	No of Schools Adopted	-do-	Directorate level implementation
12.	Establishment of 6-room primary schools	Provide Missing Facilities	Improved Infrastructure	No of Schools established	-do-	Directorate level implementation
13.	Fast-track standardization of 400 Higher Secondary Schools	Additional Facilities	Improved Infrastructure	No of Schools Standardized	-do-	Provincial level implementation
14.	Revamping of Elementary Education Foundation (EEF)	Institutional Restructuring	Proactive Functioning of EEF	Restructuring Plan Implemented	-do-	Revamping Plan Implementation

V-Health

Sr.No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementations Arrangements
1.	Health Institution-Building Health Foundation Act Health Regulatory Authority Medical & Health Institutions Act	Institutional Restructuring	Health Regulatory and Enforcement Regime Strengthened and Operationalized	Passage of Acts by Assembly	Health Department	Leadership provided by Health Sector Reform Unit
2.	District Health Coordination Board	Decentralization	Improved Local Service Delivery	No of Districts Covered	-do-	Implementation under LGO 2013
3.	Drug & Food Regulation	Enforcement	Quality Assurance in food and drugs	No of challans submitted	District Health Authorities	District level implementation
4.	Primary Health Care	Improved Mother Child Services	Improved Service Delivery	No of BHUs covered	District Health Authorities	District level Implementation
5.	Recruitment of Doctors, Nurses & Technicians	Improved HR	Transparent Recruitment	No. of new vacancies filled	Health Department	Provincial level Implementation
6.	Social Health Protection Scheme	Micro-health Insurance	Health Coverage for poorest	No of Beneficiaries	Health Department	Project Implementation Unit
7.	Sehat Ka Insaaf Program in Peshawar	Polio Prevention	Improved Service Delivery	No of Children Vaccinated	Health Department	Provincial Implementation
8.	Other Initiatives including PC-I approval for TB Control, EPI, Dengue	Preventive Healthcare	Improved Service Delivery	No of PC-I approved	Health Department	Led by Health Sector Reform Unit

VI-E Governance

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	New Website for Khyber Pakhtunkhwa Government	Information Dissemination	Enhanced Awareness about Government	No of Departments with web portals	IT Department	Province level implementation
2.	On-line Admission to School/Colleges	Procedural Efficiency	Enhanced accessibility of education services	No of students accommodated online	-do-	In collaboration with Education Department
3.	Automation of Arms License	Public Facilitation	Improved Service Delivery	No of automated licenses issued	-Home Department-	IT department to provide support
4.	Strengthening of Traffic Control & Monitoring System (Peshawar)	Efficient Traffic Handling	Better Road Discipline	Automated System Developed	Traffic Police & IT Department	-do-
5.	Prison Information Management System	Peace building	Improved Prison Management	Automated System Developed	Prison Department	-do-
6.	Citizen's Facilitation Centres	Citizen Services	Improved Service Delivery	No of Facilitation Centres established	District Administration	-do-
7.	Provincial Data Centre	Online Connectivity	Information Sharing	No. of departments connected	Home Department	In collaboration with provincial govt. deptt.

VII-Local Government & Rural Development

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	Special sanitation & Cleanliness Campaign	Improved Service Delivery	Improved civic conditions	Citizen satisfaction cards	Local councils	Under auspices of LG&RD Deptt.
2.	Tree Plantation Drive	Better Environments	Green Cities	No of trees planted	Local Councils	Through Forest Department
3.	Promulgation of Local Government Act, 2013	Promoting Decentralization	Local Councils Established	Local Bodies' Elections	LG&RD Department	Provincial Government
4.	Water & Sanitation Services Peshawar	Better Local Services	Improved WATSAN	Citizen Covered with services	Local Councils	LG&RD Department

VIII-Energy & Power Department

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementations Arrangements
1.	Focus on Hydel Power Generation	Increased Energy Production	Hydel Power Potential Utilized Optimally	No of Energy Units added to provincial grid	Energy & Power Department	Through Public Private Partnership
2.	Exploration & Exploitation of Oil & Gas Potential	Diversified energy sources	Increased Production	New exploration licenses issued	-do-	Attracting local & foreign companies
3.	Efficient Utilization of Net Hydel Profits	Benefiting from Prov receivable	Increased resource base	Hydel profits ploughed back in energy project	-do-	In coordination with P&D and Finance Deptt.
4.	Emphasis on development of viable energy sources	Energy Efficiency	Alternate energy sources identified	Additional units of alternate energy added	-do-	Collaboration with alternate energy board
5.	Establishment of an Oil Refinery through Public Private Partnership	Increased refinery capacity	Output in oil refinery operations enhanced	Production Units of Oil Refinery	-do-	Through Public Private Partnership
6.	Development of Community Driven Micro-Hydel Projects	Community involvement in energy production	Micro-hydel projects fulfill local energy needs	Units of energy produced and utilized	-do-	By associating local communities and NGOs
7.	KPK Oil & Gas Company	Promotion of Oil & Gas Exploration	Institutional Reforms in Oil & Gas Sector	Company established under an Act	-do-	In collaboration with Mineral Department

IX-Industrial Revitalization & Economic Recovery

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	Establishment of Board of Investment & Trade	Investment Promotion	Investor friendly climate	Board made fully functional	Industries Department	With Private Sector Support
2.	Establishment of Economic Zone Development Company	Economic Growth	Revitalized Industrial estates	Company established	-do-	Public Private Partnership

X-Technical Education

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	Establishment of Technical University	Quality Technical Education	Learning Opportunities for higher levels	Technical University fully functional	Technical Education Department	Collaboration with Higher Education Department
2.	Establishment of TEVTA	Quality Technical Education	Institutional Reforms in Technical Education System	Fully Autonomous TEVTA established	-do-	In collaboration with private sector
3.	Adoption of National Vocational Qualification Framework	Improved quality of training	Adherence to national standards	National Framework fully adopted	-do-	In collaboration with federal government
4.	Institutional Management Committees	Improving governance of technical institutions	Institutional Reforms in Technical Education System	No of Technical Institutions with Management Committees	-do-	In collaboration with private sector

XI- Engineering Departments

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	Hiring of Consultants for Monitoring n& Supervision	Quality Monitoring of works	Third Party Validation of quality	No of Projects with Consultant supervision	C&W Department	In association with consultants from private sector
2.	Introduction of Web-based Tendering	Efficiency and Transparency	Malpractices in tendering curbed	% of web-based tendering	-do-	In collaboration with IT Deptt.
3.	Adoption of Market Rate System	Rationalization of	Realistic Costing of	Official Notification	-do-	In liaison with

	replacing CSR	Rate Regime	Projects			Finance Deptt.
4.	Establishment of Complaint Cells	Grievance Redressal	Transparent Operations	Establishment of the Cell Notified	-do-	Established in all divisions/circles

XII-Sports & Youth

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	Establishment of Jawan Markaz	Harnessing Youth Potential	Youth Provided opportunities of healthy activities	No of Districts covered	Youth Affairs Department	In collaboration with District Governments
2.	Establishment of Sports Stadia in each Tehsil Headquarter	Provision of sports facilities	Constructive and healthy outlets	No of Stadia established	Sports Department	-do-

XIII-Tourism

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	Indus Boat Cruise	Harnessing Tourism Potential	Healthy Touristic Opportunities	No of Cruises undertaken	Tourism Department	In collaboration with Districts
2.	Khanpur Water Sports	-do-	-do-	-do-	-do-	-do-
3.	Opening of Supat Lake/Meadows	-do-	-do-	-do-	-do-	-do-
4.	Development of Gabeen & Kumrat Valleys as Tourist Resorts	-do-	-do-	-do-	-do-	-do-
5.	Opening of Batakundi Tourist Resort	-do-	-do-	-do-	-do-	-do-
6.	Log Huts, Restaurants & Skiing Facilities at Malam Jabba	-do-	-do-	-do-	-do-	-do-
7.	Rest Areas & Sign Boards	-do-	-do-	-do-	-do-	-do-
8.	Introduction of Caravan Culture	-do-	-do-	-do-	-do-	-do-

XIV-Social Welfare, Special Education & Women Empowerment

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	Establishment of Centre of Excellence in Special Education	Mainstreaming Special Education	Quality Special Education Opportunities	Signing of MoU for Centre of Excellence	Special Education Department	In collaboration with International Partners
2.	Formulation of Provincial Special Education Policy	Enabling Policy Framework	Policy Conformity of Operations	Approval of Policy	-do-	-do-
3.	Establishment of Special Education & Rehabilitation Sciences Department at University of Peshawar	Improved standards of Special Education	Increased opportunities of higher learning	Establishment of dedicated department	-do-	In collaboration with Higher Education Department
4.	Widows & Orphans Welfare Foundation	Supporting Vulnerable Sections of Society	Widows and Orphans provided support systems	Fully functional Foundation	-do-	In liaison with NGOs and CSOs
5.	Affiliation of Special Education Schools with General Education Boards	Institutional Reforms in Sp. Education	Mainstreaming of institutions of Special Education	MoU Signed and Operationalized	-do-	In collaboration with Education Department
6.	NGOs Clean-up/Regulation Initiatives	Transparency in NGO sector	Strict Enforcement Regime	No of NGOs de-registered	Social Welfare Department	In collaboration with District Governments
7.	Amendment in Law of Provincial Council for Social Welfare	Modernize the Council as per today's needs	Better facilitation to NGOs and CSOs	Amended law of the Council	-do-	Leading NGOs in the province
8.	Amendments in Law for Provincial Council for Rehabilitation of Disabled Persons	Provincialization of federal law	Law Suited to provincial situation	Amended law of the Council	-do-	In collaboration with Law department

XV-Transport & Urban Development

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	Introduction of Mass Transit System (MTS) in Peshawar	Modern means of transport	MTS in Peshawar	MTS made functional	Transport Department	Public Private Partnership
2.	Establishment of Transport Complex at Peshawar	Facilities for passengers	Modernization of Transport Facilities	Approval of PC-I	-do-	Through Transport Deptt.

XVI- Minerals Department

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	GIS Mapping of Mineral Resources	Realistic Assessment of Mineral Resources	Accurate figures of available mineral resources	GIS mapping developed	Mines & Minerals Department	In collaboration with IT Department
2.	Legislation of KPK Mineral Act and its Enforcement	Enabling policy framework	Modern Act for Mineral Sector	Approved Legislation	-do-	After Stakeholder Consultation
3.	Commencement of Work on Mining Cadaster System	To attract investment	Accurate figures about mineral resources	Technically sound system in place	-do-	Through Technical Experts
4.	Preparation of Monitoring & Reporting Modules	Curbing illegal mining	Enhanced Resource Utilization	No of actions taken against illegal mining operations	-do-	In collaboration with district authorities
5.	Capacity building and provision of latest machinery	Modern Mineral Sector	Enhanced Sectoral Capacity	No of Capacity building events	-do-	Departmental Implementation

XVII-Auqaf, Religious & Minority Affairs

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	Khyber Pakhtunkhwa Charitable & Religious Trusts Bill	Policy Reforms	Improved management of trusts	Approval of bill by assembly	Auqaf Department	Auqaf Department
2.	Constitution of High Powered Committee for taking back possession of Auqaf Properties	Improved Enforcement	Illegally occupied properties vacated	No of occupied properties vacated	-do-	In collaboration with district authorities

XVIII- District Administration

Sr. No.	Activities	Objectives	Outcomes	Monitoring Indicators	Responsibility	Implementation Arrangements
1.	Computerization of Land Records	Improved Service Delivery	Timely provision of documents to common public	No of district where computerization completed	Board of Revenue	In collaboration with district authorities
2.	Citizen Feedback Model for Improved Service Delivery	Transparent Governance	Citizen Satisfaction	CFM operationalized	Administration Department	-do-
3.	Conspicuous Display of prescribed rates of fees and taxes for common public	Public Awareness	Curbing of overcharging and extortion	No of districts covered	-do-	-do-
4.	Devising an effective Price Control Mechanism	Price Stability	Consumer Facilitation	No of enforcement actions	District Administration	In collaboration with provincial departments
5.	Action against Adulteration, Spurious Drugs & Quackery	Social Regulation	Curbing Malpractices	No of enforcement actions	-do-	In collaboration with health department
6.	Anti-encroachment Drive	-do-	-do-	No of Enforcement actions	-do-	In collaboration with police

5. Conclusion

Establishment of Change Management Unit in KPK province represented a critical activity of deepening and steering ambitious reform agenda of provincial government. Unlike previous reform interventions, provincial government showed its commitment to reform implementation by undertaking the establishment of CMU for leading the reform implementation process. Existence of a dedicated pool of sector experts within CMU is meant to provide technical backstopping for deepening reforms and also ensuring all bottlenecks in the implementation phase are handled in a professional manner. Core team of experts hired under USAID Firms project has facilitated the establishment of CMU alongside developing the implementation road map through annual work plan and reform action plan documents. Now it will be up to provincial government of KPK and especially Planning and Development Department to ensure that these road map documents are implemented in letter and spirit. It will also be critical to ensure that vacant positions of five sector experts and team leader for CMU are filled at the earliest for ensuring smooth progress on reform implementation and minimizing chances of disruption in conduct of critical interventions.

6. Annexure

Annex-1 Terms of Reference

Section II Background, Scope of Work, Deliverables, and Deliverables Schedule

II.1. Background

The service delivery system in most of the departments in Khyber Pakhtunkhwa (KPK) is beset with numerous problems – poor productivity, inefficiency, degrading physical and social infrastructure, lack of functional specificity and accessibility and resource scarcity. Faced with a precarious economic and security situation, the province has to improve the effectiveness of the Government service delivery to the poor and transform itself to make governance more, transparent, participatory and accountable and in line with the needs of modern governance.

The government of KPK has resolved to establish a Change Management Unit (CMU) within its Planning and Development department with the purpose to steer and oversee reforms process in the following sectors; Governance, Education, Health, Institutional Building, Human Resource Development, Private Sector Capacity Building, Local Government, and Infrastructure. The purpose is to enhance capability and improve service delivery in these sectors and transform them as an engine of growth for the economy.

II.2. Scope of Work

The objective of this assignment is to provide technical assistance to the Planning and Development department of KPK by engaging a team for the CMU which will develop the overall agenda of the Change Management Unit, identify its human resource requirements, develop a detailed work plan along with budgetary requirements, and finally prepare an action plan which outlines and designs the reform areas based on priorities set by KPK Government.

The Government of Khyber Pakhtunkhwa will enter into a Memorandum of Understanding with the USAID Firms Project for the CMU activity/project wherein the eight experts proposed under this Scope of Work (apart from the Team Leader and Deputy Team Leader) will be initially subcontracted under the Firms project (under the subject SoW) for a period of two months where after these positions will be taken over by the Government of Khyber Pakhtunkhwa.

In order to enhance the change management capability of the P&D Department, a dedicated Change Management Unit (CMU) is to be setup with clearly aligned key performance indicators (KPKIs).

In order to build sustainable change management expertise, the following interventions will be essential:

- Develop an institutional approach to articulate reforms through a sustainable change management unit housed in the P&D
- Identify and develop reform areas and provide the reform agenda of P&D, KPK with a purpose to enhance capability and improve service delivery in various sectors with the aim to transform them as an engine of growth for KPK's economy
- Identify human resource requirements for CMU, with respect to governance, change management, private sector development, human resources development, management information systems
- Draft job descriptions to specify the results, outcomes and outputs

- Prepare a detailed work plan and estimated budget for the change management unit
- Help identify, design, initiate and sustain reforms process based on priorities determined by KPK Government

The duty station for this assignment will be Peshawar and Islamabad, with frequent visits to other locations within Pakistan if required.

Principal duties of the consultancy firm:

The consultancy firm would be required to provide support services to the BEE team including but not limited to the following tasks:

- Conduct Literature Review of existing research and data for institutional strengthening of P&D
- Develop an institutional approach to articulate reforms through a sustainable Change Management Unit housed in the P&D department of KPK
- Develop the Agenda and Organizational Structure of CMU with clearly aligned Key Performance Indicators (KPKIs). The Agenda must include the mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in the fields of Agriculture, Livestock, Tourism, Minerals sector, etc
- Prepare a detailed work plan and estimated budget for the CMU for a one-year period. The work plan must include the objectives, outcomes, detailed activities and timeframe of the activities, etc.
- Identify Human Resource requirements for CMU, with respect to governance, change management, private sector development, human resources development, management information systems
- Develop an Action Plan to identify, design, initiate sustainable reforms based on priorities determined by KPK Government. This Action Plan should be for a period of one year with a minimum content relating to the objectives, detailed activities, outcomes, Human Resource requirements, budget, indicators, responsibilities, Implementation mechanism, etc.
- Provide the Position Paper, Fortnightly Progress Reports and Activity Reports like Action Plan

Background reading related to understanding the work and its context

The consultancy team shall read/consult, but are not limited to, the following materials related to fully understanding the work specified under this assignment:

- Annual Development Plan 2013 – 2014
- Economic Growth Strategy
- Post Crisis Needs Assessment
- Comprehensive Development Strategy 2010 – 2017
- Reports of Punjab Resource Management Program, P & D Department, Government of Punjab
- Firms Project Reports on Agriculture Market Reforms, Livestock Reforms, Tourism, Mines and Minerals Sector Reforms and Public Private Partnership Framework

- Any Other Report relevant to the assignment

Background interviews related to understanding the work and its context

The consultancy firm shall interview the following individuals or groups of individuals prior to starting work on this assignment:

- Senior Policy Advisor USAID Firms Project
- BEE Specialist, USAID Firms Project
- Additional Chief Secretary Planning and Development Department, KPK, based in Peshawar
- Secretary Planning and Development Department, KPK, based in Peshawar
- Chief Economist Planning and Development department, KPK, based in Peshawar

Minimum personnel of consulting team

The consultancy firm is expected to engage at minimum the following pool of professionals to accomplish the objective of this consultancy according to the needs and activities that will require one or several of the professionals' expertise:

1. Change Management Unit Expert/ Team Leader

Responsibilities and Duties

- Conduct Literature Review of existing research and data for institutional strengthening of P&D
- Develop an institutional approach to articulate reforms through a sustainable Change Management Unit housed in the P&D
- Develop a Position paper based upon literature review and stakeholders' consultations
- Develop the Agenda and Organizational Structure of CMU with clearly aligned Key Performance Indicators (KPKIs). The Agenda must include the mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in the fields of Agriculture, Livestock, Tourism, Minerals sector, etc
- Prepare a detailed work plan and estimated budget for the CMU for a one-year period. The work plan must include the objectives, outcomes, detailed activities and timeframe of the activities, etc.
- Identify Human Resource requirements for CMU, with respect to governance, change management, private sector development, human resources development, management information systems
- Develop an Action Plan to identify, design, initiate sustainable reforms based on priorities determined by KPK Government. This Action Plan should be for a period of one year with a minimum content relating to the objectives, detailed activities, outcomes, Human Resource requirements, budget, indicators, responsibilities, Implementation mechanism, etc.
- Share Fortnightly Progress Reports
- S/he needs to report to Secretary P& D department of KPK and Firms project who shall both approve the documents/deliverables.

Job Qualifications

- At-least Master Degree in economics, development, business administration, social sciences or related subject with specialization in project management and organizational development
- S/he should have at least 15 years of relevant work experience
- S/he must have experience of working with Punjab Resource Management Program
- Be well conversant with the use of computers for MS-Word, MS-Excel, MS-PowerPoint and email
- Proven capacity for working across different development and institutional levels from governance, private sector development, industrial development, policy dialogues and participatory approaches
- Previous work experience with public sector, private sector, practical knowledge and understanding of the economic and industrial development, reform process and research
- Excellent communication, presentation & facilitation skills in consultative discussions/events.
- The Team Leader shall report to the Secretary, Planning and Development Department, Government of Khyber Pakhtunkhwa.

2. Governance Sector Specialist

Responsibilities and Duties

- Conduct literature review of existing research and data on Governance sector reforms and programs in KPK
- Assist and advice the Team Leader in Stakeholder consultations
- Carrying-out capacity gap analysis of the Line Departments vis-à-vis Governance Sector.
- Assist Team Leader in developing the Position Paper based on Literature Review and stakeholders' consultations
- Assist Team Leader in developing the Agenda and Organizational Structure of CMU relating to Governance Sector with clearly aligned Key Performance Indicators (KPKIs). The Agenda must include the mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in governance sector
- Assist Team Leader in identifying a detailed work plan and estimated budget for the Governance sector of CMU for a one-year period. The work plan must include the objectives, outcomes, detailed activities and timeframe of the activities, etc.
- Identify Human Resource requirements for CMU, with respect to governance
- Assist Team Leader in developing an Action Plan to identify, design, initiate sustainable governance sector reforms based on priorities determined by KPK Government. This Action Plan should be for a period of one year with a minimum content relating to the objectives, detailed activities, outcomes, Human Resource requirements, budget, indicators, responsibilities, Implementation mechanism, etc.
- Other duties to be performed as per requirement of the Unit

- The Governance Sector Specialist shall report to the Team Leader for all matters.

Job Qualifications

- Masters degree in Governance, Public Administration, Business Administration, Integrity and Accountability, Political Science or a related discipline. Relevant experience and progressive professional achievement in relevant fields may substitute academic qualification.
- At least 10 years experience in leading governance related programs for a fairly large organization. Experience in the area of governance in program and projects implemented by donors in partnership with Government.
- Qualifications preference will be given to the candidates from reputed foreign universities.
- A high enough profile to be able to interact effectively across social and ethnic boundaries.
- Solid understanding of issues relating to governance specific interventions.
- Be well conversant with the use of computers for MS-Word, MS-Excel, MS-PowerPoint and email
- Demonstrated interpersonal and diplomatic skills.
- Proven ability to work in a collaborative, team environment.
- Written and oral fluency in Urdu, Pashto and English, including the ability to speak persuasively and present ideas clearly and concisely.

3. Education Sector Specialist

Responsibilities and Duties

- Conduct literature review of existing research and data on Education sector reforms and programs in KPK
- Assist and advice the Team Leader in Stakeholder consultations
- Assist Team Leader in developing the Position Paper based on Literature Review and stakeholders' consultations
- Carrying-out capacity gap analysis of the Line Departments vis-à-vis Education Sector.
- Assist Team Leader in developing the Agenda and Organizational Structure of CMU relating to Education Sector with clearly aligned Key Performance Indicators (KPKIs). The Agenda must include the mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in education sector
- Assist Team Leader in identifying a detailed work plan and estimated budget for the Education sector of CMU for a one-year period. The work plan must include the objectives, outcomes, detailed activities and timeframe of the activities, etc.
- Identify Human Resource requirements for CMU, with respect to education
- Assist Team Leader in developing an Action Plan to identify, design, initiate sustainable education sector reforms based on priorities determined by KPK

Government. This Action Plan should be for a period of one year with a minimum content relating to the objectives, detailed activities, outcomes, Human Resource requirements, budget, indicators, responsibilities, Implementation mechanism, etc.

- Other duties to be performed as per requirement of the Unit
- The Education Sector Specialist shall report to the Team Leader for all matters.

Job Qualifications

- Masters degree in Governance, Public Administration, Business Administration, Integrity and Accountability, Political Science or a related discipline. Relevant experience and progressive professional achievement in relevant fields may substitute academic qualification.
- At least 10 years experience in leading social sector related programs for a fairly large organization. Planning experience in designing and implementation of projects will be added advantage;
- Qualifications preference will be given to the candidates from reputed foreign universities.
- Be well conversant with the use of computers for MS-Word, MS-Excel, MS-PowerPoint and email
- A high enough profile to be able to interact effectively across social and ethnic boundaries.
- Solid understanding of issues relating to education specific interventions.
- Highest standards of personal integrity.
- Demonstrated interpersonal and diplomatic skills.
- Proven ability to work in a collaborative, team environment.
- Written and oral fluency in Urdu, Pashto and English, including the ability to speak persuasively and present ideas clearly and concisely.

4. Health Sector Specialist

Responsibilities and Duties

- Conduct literature review of existing research and data Health sector reforms and programs in KPK
- Assist and advice the Team Leader in Stakeholder consultations
- Assist Team Leader in developing the Position Paper based on Literature Review and stakeholders' consultations
- Carrying-out capacity gap analysis of the Line Departments vis-à-vis Education Sector.
- Assist Team Leader in developing the Agenda and Organizational Structure of CMU relating to Health Sector with clearly aligned Key Performance Indicators (KPKIs). The Agenda must include the mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in health sector

- Assist Team Leader in identifying a detailed work plan and estimated budget for the Health sector of CMU for a one-year period. The work plan must include the objectives, outcomes, detailed activities and timeframe of the activities, etc.
- Identify Human Resource requirements for CMU, with respect to health
- Assist Team Leader in developing an Action Plan to identify, design, initiate sustainable health sector reforms based on priorities determined by KPK Government. This Action Plan should be for a period of one year with a minimum content relating to the objectives, detailed activities, outcomes, Human Resource requirements, budget, indicators, responsibilities, Implementation mechanism, etc.
- Other duties to be performed as per requirement of the Unit
- The Health Sector Specialist shall report to the Team Leader for all matters.

Job Qualifications

- MBBS or Masters degree in Public Health, Public Administration, Integrity and Accountability, Social Science or a related discipline. Relevant experience and progressive professional achievement in relevant fields may substitute academic qualification.
- At least 10 years experience in leading social sector related programs for a fairly large organization. Planning experience in designing and implementation of projects will be added advantage;
- Qualifications preference will be given to the candidates from reputed foreign universities.
- A high enough profile to be able to interact effectively across social and ethnic boundaries.
- Solid understanding of issues relating to health specific interventions.
- Highest standards of personal integrity.
- Be well conversant with the use of computers for MS-Word, MS-Excel, MS-PowerPoint and email
- Demonstrated interpersonal and diplomatic skills.
- Proven ability to work in a collaborative, team environment.
- Written and oral fluency in Urdu, Pashto and English, including the ability to speak persuasively and present ideas clearly and concisely.

5. Infrastructure Sector Specialist

Responsibilities and Duties

- Assist and advice the Team Leader in Stakeholder consultations
- Assist Team Leader in developing the Position Paper based on Literature Review and stakeholders' consultations
- Carrying-out capacity gap analysis of the Line Departments vis-à-vis Education Sector.
- Assist Team Leader in developing the Agenda and Organizational Structure of CMU relating to Infrastructure Sector with clearly aligned Key Performance Indicators

- (KPKIs). The Agenda must include the mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in infrastructure sector
- Assist Team Leader in identifying a detailed work plan and estimated budget for the infrastructure sector of CMU for a one-year period. The work plan must include the objectives, outcomes, detailed activities and timeframe of the activities, etc.
 - Identify Human Resource requirements for CMU, with respect to infrastructure
 - Assist Team Leader in developing an Action Plan to identify, design, initiate infrastructure sector reforms based on priorities determined by KPK Government. This Action Plan should be for a period of one year with a minimum content relating to the objectives, detailed activities, outcomes, Human Resource requirements, budget, indicators, responsibilities, Implementation mechanism, etc.
 - Other duties to be performed as per requirement of the Unit
 - The Infrastructure Specialist shall report to the Team Leader for all matters.

Job Qualifications

- The Specialist should possess Master / Bachelor Degree in civil engineering from a recognized university. Relevant experience and progressive professional achievement in relevant fields may substitute academic qualification.
- At least 10 years experience in the field of designing, and supervision of infrastructure projects of the reputed organizations. Experiences in areas of construction/energy/transport, etc are desired. Planning experience in designing and implementation of projects will be added advantage;
- Be well conversant with the use of computers for MS-Word, MS-Excel, MS-PowerPoint and email
- Qualifications preference will be given to the candidates from reputed foreign universities.
- A high enough profile to be able to interact effectively across social and ethnic boundaries.
- Solid understanding of issues relating to infrastructure interventions.
- Highest standards of personal integrity.
- Demonstrated interpersonal and diplomatic skills.
- Proven ability to work in a collaborative, team environment.
- Written and oral fluency in Urdu, Pashto and English, including the ability to speak persuasively and present ideas clearly and concisely.

6. Institutional Restructuring Specialist

Responsibilities and Duties

- Assist and advice the Team Leader in Stakeholder consultations
- Assist Team Leader in developing the Position Paper based on Literature Review and stakeholders' consultations
- Carrying-out capacity gap analysis of the Line Departments in the area on institutional development

- Assist Team Leader in developing the Agenda and Organizational Structure of CMU relating to Institutional Restructuring with clearly aligned Key Performance Indicators (KPKIs). The Agenda must include the mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in infrastructure sector
- Assist Team Leader in identifying a detailed work plan and estimated budget for the institutional restructuring sector of CMU for a one-year period. The work plan must include the objectives, outcomes, detailed activities and timeframe of the activities, etc.
- Identify Human Resource requirements for CMU, with respect to institutional development
- Assist Team Leader in developing an Action Plan to identify, design, initiate institutional restructuring related reforms based on priorities determined by KPK Government. This Action Plan should be for a period of one year with a minimum content relating to the objectives, detailed activities, outcomes, Human Resource requirements, budget, indicators, responsibilities, Implementation mechanism, etc.
- Other duties to be performed as per requirement of the Unit
- The Institutional Restructuring Specialist shall report to the Team Leader for all matters.

Job Qualifications

- An advanced degree in public administration, public policy, development studies or other comparable field in public or associated sectors will be required. Relevant experience and progressive professional achievement in relevant fields may substitute academic qualification
- At least 10 years experience in developing and managing programmes of institutional restructuring
- Qualifications preference will be given to the candidates from reputed foreign universities.
- A high enough profile to be able to interact effectively across social and ethnic boundaries.
- Solid understanding of issues relating to institutional policies and restructuring.
- Highest standards of personal integrity.
- Demonstrated interpersonal and diplomatic skills.
- Proven ability to work in a collaborative, team environment.
- Written and oral fluency in Urdu, Pashto and English, including the ability to speak persuasively and present ideas clearly and concisely.

7. Management Information System Specialist

Responsibilities and Duties

- Assist and advice the Team Leader in Stakeholder consultations
- Assist Team Leader in developing the Position Paper based on Literature Review and stakeholders' consultations related to Information technology related gaps, needs and reforms

- Carrying-out capacity gap analysis of the Line Departments vis-à-vis IT Sector.
- Assist Team Leader in developing the Agenda and Organizational Structure of CMU relating to IT Sector with clearly aligned Key Performance Indicators (KPKIs). The Agenda must include the mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in infrastructure sector
- Assist Team Leader in identifying a detailed work plan and estimated budget for the IT sector of CMU for a one-year period. The work plan must include the objectives, outcomes, detailed activities and timeframe of the activities, etc.
- Identify Human Resource requirements for CMU, with respect to IT
- Assist Team Leader in developing an Action Plan to identify, design, initiate IT sector reforms based on priorities determined by KPK Government. This Action Plan should be for a period of one year with a minimum content relating to the objectives, detailed activities, outcomes, Human Resource requirements, budget, indicators, responsibilities, Implementation mechanism, etc.
- Provide support in the establishment of database system and design and develop a website
- Provide MIS expertise to assist in the design and management of the database
- Identifying MIS needs of the database users via coordination with agencies involved in the reforms initiatives

Job Qualifications

- An advanced degree in IT/Computer Science/MIS or other comparable field in public or associated sectors will be required. Project Management Professional (PMP) certified will be an added advantage. Relevant experience and progressive professional achievement in relevant fields may substitute academic qualification.
- At least 10 years experience to handle Web Databases, Web, Servers, operating systems, programming, and networking.
- Qualifications preference will be given to the candidates from reputed foreign universities.
- A high enough profile to be able to interact effectively across social and ethnic boundaries.
- Solid understanding of issues relating to MIS.
- Highest standards of personal integrity
- Be well conversant with the use of computers for MS-Word, MS-Excel, MS-PowerPoint and email
- Demonstrated interpersonal and diplomatic skills.
- Proven ability to work in a collaborative, team environment.
- Written and oral fluency in Urdu, Pashto and English, including the ability to speak persuasively and present ideas clearly and concisely.

8. Human Resource Development Specialist

Responsibilities and Duties

- Assist and advice the Team Leader in Stakeholder consultations
- Assist Team Leader in developing the Position Paper based on Literature Review and stakeholders' consultations
- Carrying-out capacity gap analysis of the Line Departments vis-à-vis Human Resource Sector.
- Assist Team Leader in developing the Agenda and Organizational Structure of CMU relating to Human Resource Development Sector with clearly aligned Key Performance Indicators (KPKIs). The Agenda must include the mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in infrastructure sector
- Assist Team Leader in identifying a detailed work plan and estimated budget for the HRD sector of CMU for a one-year period. The work plan must include the objectives, outcomes, detailed activities and timeframe of the activities, etc.
- Identify Human Resource requirements for CMU
- Assist Team Leader in developing an Action Plan to identify, design, initiate HRD related reforms based on priorities determined by KPK Government. This Action Plan should be for a period of one year with a minimum content relating to the objectives, detailed activities, outcomes, Human Resource requirements, budget, indicators, responsibilities, Implementation mechanism, etc.
- Other duties to be performed as per requirement of the Unit
- The Human Resource Development Specialist shall report to the Team Leader for all matters.

Job Qualifications

- An advanced degree in Social Sciences, Human Resource Management, or other comparable field in public or associated sectors will be required. Project Management Professional (PMP) certified will be an added advantage. Relevant experience and progressive professional achievement in relevant fields may substitute academic qualification.
- At least 10 years experience in human resource management and development
- Qualifications preference will be given to the candidates from reputed foreign universities.
- A high enough profile to be able to interact effectively across social and ethnic boundaries.
- Be well conversant with the use of computers for MS-Word, MS-Excel, MS-PowerPoint and email
- Solid understanding of issues relating to human resource.
- Highest standards of personal integrity.
- Demonstrated interpersonal and diplomatic skills.
- Proven ability to work in a collaborative, team environment.
- Written and oral fluency in Urdu, Pashto and English, including the ability to speak persuasively and present ideas clearly and concisely.

9. Private Sector Development Specialist

Responsibilities and Duties

- Assist and advice the Team Leader in Stakeholder consultations
- Assist Team Leader in developing the Position Paper based on Literature Review and stakeholders' consultations
- Carryout capacity gap analysis of the Line Departments vis-à-vis Education Sector.
- Assist Team Leader in developing the Agenda and Organizational Structure of CMU relating to Private Sector Development with clearly aligned Key Performance Indicators (KPKIs). The Agenda must include the mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in facilitating private sector development
- Assist Team Leader in identifying a detailed work plan and estimated budget for the 'Private Sector Development' domain of CMU for a one-year period. The work plan must include the objectives, outcomes, detailed activities and timeframe of the activities, etc.
- Identify Human Resource requirements for CMU, with respect to Private Sector Development
- Assist Team Leader in developing an Action Plan to identify, design, initiate Private Sector Development related reforms based on priorities determined by KPK Government. This Action Plan should be for a period of one year with a minimum content relating to the objectives, detailed activities, outcomes, Human Resource requirements, budget, indicators, responsibilities, implementation mechanism, etc.
- Other duties to be performed as per requirement of the Unit
- The Infrastructure Specialist shall report to the Team Leader for all matters.

Job Qualifications

- An advanced degree in Social Sciences, Business Development, Business Administration or other comparable field in public or associated sectors will be required. Project Management Professional (PMP) certified will be an added advantage. Relevant experience and progressive professional achievement in relevant fields may substitute academic qualification
- At least 10 years experience in Private Sector Development initiatives.
- Qualifications preference will be given to the candidates from reputed foreign universities.
- A high enough profile to be able to interact effectively across social and ethnic boundaries.
- Solid understanding of issues relating to Private Sector Development.
- Be well conversant with the use of computers for MS-Word, MS-Excel, MS-PowerPoint and email
- Highest standards of personal integrity.
- Demonstrated interpersonal and diplomatic skills.

- Proven ability to work in a collaborative, team environment.
- Written and oral fluency in Urdu, Pashto and English, including the ability to speak persuasively and present ideas clearly and concisely.

Please note: All professionals are required to have excellent communication skills in English & Urdu.

II.3. Deliverables

The successful offer or shall deliver to Chemonics the following deliverables, in accordance with the schedule set forth in II.4 below.

Deliverable No. 1: Position Paper

- Develop a Position Paper based upon Literature Review of existing research and data for institutional strengthening of P&D and Stakeholders' consultations

Deliverable No. 2: Agenda and Organizational Structure Document

Develop the Agenda and Organizational Structure of CMU with clearly aligned Key Performance Indicators (KPKIs). The Agenda must include the mission, objectives, activities, outcomes, a matrix for implementation of the reforms of KPK government in the fields of Agriculture, Livestock, Tourism, Minerals sector, Education, Health, Local Government.

Deliverable No. 3: One Year Work Plan and Budget document

Prepare a detailed work plan and estimated budget for the CMU for a one-year period. The work plan must include the objectives, outcomes, detailed activities and timeframe of the activities, etc.

Deliverable No. 4: Institutional Approach to Articulate Reforms Document

Develop an institutional approach to articulate reforms through a sustainable Change Management Unit housed in the P&D

Deliverable No. 5: Document with the HR Requirements for the CMU

Identify Human Resource requirements for CMU, with respect to governance, change management, private sector development, human resources development, management information systems

Deliverable No. 6: Action plan document and final report

Develop an Action Plan to identify, design, initiate sustainable reforms based on priorities determined by KPK Government. This Action Plan should be for a period of one year with a minimum content relating to the objectives, detailed activities, outcomes, Human Resource requirements, budget, indicators, responsibilities, Implementation mechanism, etc. Develop a Final Report following Annex A outline.

The completion of this final deliverable will be subject to the successful submission of fortnightly progress reports through the duration of this subcontract.

II.4. Deliverables Schedule

The successful offer or shall submit the deliverables described above in accordance with the following deliverables schedule:

Deliverable Number	Deliverable Name	Due Date
1	Position Paper	TBD
2	Agenda and Organizational Structure Document	TBD
3	One Year Work Plan and Budget document	TBD
4	Institutional Approach to Articulate Reforms Document	TBD
5	Document with the HR Requirements for the CMU	TBD
6	Action Plan document and Final Report	TBD

*Deliverable numbers and names refer to those fully described in above table.

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