Reforms and Innovation in the Government for High Performance

The Government of Pakistan recognizes institutional reform and modernization of the public sector as one of the pillars of development and growth framework. To actualize this vision, the Ministry of Planning Development & Reform (MoPDR) proposed a project for enhancing efficiency, effectiveness, transparency and accountability of the public sector through institutional change and robust performance management.

Strategic guidance and oversight of the project is carried out both by the Steering Committee of the Institutional Reform Group, as well as by the Project Board which is co-chaired by the Minister, MoPDR and the Resident Representative a.i., UNDP-Pakistan. The Board’s composition includes representatives of the Planning Commission, Economic Affairs Division, Finance Division, Establishment Division, IT Division, the Planning and Development Divisions of the provinces and the Pakistan Bureau of Statistics.

**QUICK FACTS**

**Duration:** 2015-2019

**Implementing partners:** Ministry of Planning, Development and Reform (MoPDR), National School of Public Policy, Prime Minister Task Force on CSR and AGR

**Funding partners:** Government of Pakistan, UNDP

**Location:** Islamabad

**Annual budget (2019):** US$ 518,616

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Objective
Under the project, the government is undertaking various governance reforms and innovative measures for the performance of federal government organizations with technical assistance provided by UNDP.

Expected results
Specifically, this support covers the following broad outputs:
- Results-based Management (RBM) compliant framework put in place and operational;
- Civil service and public administration reforms with distinct accountability and transparency mechanism promoted and piloted;
- Planning Ministry positioned and strengthened as public sector think tank and inter-provincial coordinator on development issues.

Achievements
- Approximately 100 reforms-related stakeholder meetings – More than 3,000 people consulted
- Increase in upper age limit from 28 to 30 years for CSS applicants
- Duration of mandatory trainings rationalized (Senior Management Course, SMC: 20 to 16 weeks & National Management Course, NMC 22 to 18 weeks)
- Revision of MP Scales and Project Scales to make them more competitive
- The project has supported the Building Capacity to use Research Evidence (BCURE) through NSPP, a Harvard designed course for the senior public servant to use data in policy, over 1,000 civil servants were trained on the use of evidence in the policy making.
- Ten master trainers were trained on blended-learning teaching methodology at Harvard Kennedy School as part of building capacity of the National School of Public Policy (NSPP) and improving the overall training experience for the civil servants.
- The modules were delivered at all levels of trainings during the 2018 in which over 700 senior government officials were trained;
- The weightage of Training Evaluation Reports (TERs) has been increased from 15% to 35% in the Performance Evaluation Reports (PERs);
- Key Performance Indicators (KPIs) were developed for the appointment of the Members from private sector in the Planning Commission;
- Ministry of Planning Development & Reform has been ISO 9001 certified along with a governance audit along the guidelines of BS13500 of the MoPDR to identify the governance gaps.
- MoPDR has automated the Central Development Working Party (CDWP) meeting’s agenda. The development projects exceeding a certain financial limit prepared by the Central Ministries, Provincial Governments, Autonomous Organizations, etc., are scrutinized and approved by the CDWP;
- Performance Contracts were signed between the various sections of the MoPDR with the Secretary. There is an incentive structure to reward the sections based on the agreed KPIs;
- The MoPDR with technical assistance from the Ministry of Information Technology (MoIT) has introduced e-filling for official correspondence within the MoPDR;
- First Citizen Satisfaction Survey and index was completed
- TNA of NSPP was initiated and is now into the final stages of completion of assessment of training modules, training courses, faculty assessment and institutional assessment of training institutes.
- The Project is actively supporting the Task force on Civil Service Reforms (CSR) and Task force on Austerity and Government Restructuring (AGR) on various reform agendas and providing technical backstopping to the Institutional Reform Cell (IRC) at the Prime Minister Office (PMO).

What’s next?
- Develop and/or customize a performance management dashboard solution that best meets the Government’s performance-tracking needs
- Building Capacity to use Research Evidence (BCURE), a Harvard designed course for the senior public servant to use data in policy making
- Expand policy research to support the governance reform package
- Conduct a training needs assessment for civil servants and follow-up activities to improve the training of the public servants
- Conduct Citizen Perception Survey for key public services and bring reform and innovation in the government in improving the public service delivery
- Partnerships with the civil society to help achieve the targets set for SDG 16 – Peace, Justice and Strong Institutions
- Provide support to research projects through a ‘Governance Research Fund’.