

INSTITUTIONAL REFORMS AND GOVERNANCE

The governance involves interaction of public, private, corporate sectors, and civil society. It shares responsibility for management of sound development by addressing the issues of accountability, transparency, participation, openness, rule of law and predictability. Governance is not limited to a single sector or a single stakeholder but is rather a cross cutting, requiring homogeneous strategies and joint actions of multiple stakeholders. Governance provides the system in which people have access to justice and the writ of the law is enforced. It is critical to the successful achievement of the strategic thrust, policies, programmes and targets, and prerequisite for economic growth and development. As growth generates income, good governance trickles this effect down to the masses, particularly the poor.

Responsibility of the state is to create conducive political, legal and economic environment for building individual capabilities and encourage private initiatives. While the market is expected to create opportunities for people, the role of civil society is to facilitate. Development activities under the governance sector revolve around knowledge management, organisational restructuring, institutional reforms, judicial reforms, law and order, professional development, and service delivery. These factors are critical for sustainable development and alleviation of poverty.

The Pakistan Vision 2025 provides a realistic and sound framework for meeting the challenges faced by the government. It also provides a strategic direction to the economy which is the stepping stone for transforming Pakistan into next Asian Tiger. The key areas of vision framework include developing human and social capital, achieving sustained, indigenous and inclusive growth, energy, water and food security, private sector and entrepreneurship led growth, developing a competitive knowledge economy through value addition, and modernizing transportation infrastructure and greater regional connectivity. The Vision also recognises democratic governance, institutional reform and modernisation of public sector as one of the seven pillars of development and growth framework. In the aftermath of 18th constitutional amendment, governance reform agenda emphasis on new paradigm, that is, improving governance, strengthening institutions, fostering markets and initiating reforms in the areas of performance evaluation, service delivery, civil service, judicial systems and procedures, tax administration, procurement, financial management, police, e-governance, open government, enforcing property rights, and Public Sector Enterprises. This will be done by building consensus on major national issues and bringing a real change in institutions, political culture and socio-economic conditions in the country.

Performance review 2014-15

The government has undertaken a number of initiatives to improve economic governance. An amount of Rs. 4.72 billion including foreign aid of Rs. 1.27 billion has been allocated for the Governance sector during 2014-15 and Rs 3.4 billion have been spent, thereby showing a utilisation of 73 percent. Some of the major initiatives are discussed as under:

Public Sector Management Efficiency

Access to Justice Programme: The Programme is being implemented since 2003 at a cost of Rs21 billion (\$ 350 million) for the improvements in judicial and non-judicial legal services, security and equal protection of law to citizens, and ensuring greater transparency and accountability in the performance of judiciary, police and administrative justice institutions. Two components of the programme, that is, Provincial programme and technical assistance have been completed. Major efforts have been focused on reduction in backlog of pending cases as well as institutional delays, particularly for the poor and vulnerable segments of the society. Commercial courts have been established for quick disposal of litigation as a pro-investment measure. The programme contributes to this aim by supporting five inter-related governance objective:

- provide a legal basis for judicial, police, and administrative reforms;
- improving the efficiency, timelines, and effectiveness in judicial and police services;
- supporting greater equity and accessibility in justice services for vulnerable poor;
- improving predictability and consistency between fiscal and human resource allocation and mandates of reformed judicial and police institutions at the federal, provincial, and local government levels

The AJP has contributed considerably in improving the infrastructure facilities and working environment for the justice sector. The schemes launched under AJP are a milestone in the history of development work for the justice sector throughout the country. The schemes include construction of new courtrooms, judicial complexes, judges' residences, record rooms, judicial lockups, bar rooms and general amenities like public sheds and baths in the courts premises, construction of District Jails, new barracks in existing jails to overcome the problem of overcrowding in jails, training centres for judges, personnel of police and prison etc. 485 Court rooms and 714 residences for subordinate judiciary, 34 judicial complexes, 111 public amenities for improved environment for justice seeker, 39 police stations, 48 barracks in existing jails and 09 new jails have been constructed.

Information Technology related infrastructure have been provided to enhance the capacity of the Implementing Agencies which include enhancement of Management Information System at Supreme Court of Pakistan, automation of Law and Justice Commission of Pakistan, automation of Federal Shariat Court, Islamabad, development of MIS software for Federal Ombudsman, data entry digitalisation of complaints record of Wafaqi Mohtasib Secretariat, strengthening and streamlining of Sindh Ombudsman office, website for Punjab Ombudsman, establishment of Urdu Translation Units in Law Departments, trial through video conferencing between Central Jail and District Judiciary at Lahore, automation of Prosecution Department, Punjab and Prisons Management Information System in Balochistan.

A statutory endowment of Rs1,479 million as an initial grant to establish the Access to Justice Development Fund (AJDF) was provided, to address chronic under-resourcing of justice sector, create court infrastructure and capacity building of Subordinate judiciary in under-developed regions, provides for legal aid, improvement in quality of legal education and judicial trainings.

The high courts have issued and strictly enforced guidelines on delay reduction and brought improvements in process serving systems and procedures. Dedicated benches were set-up for commercial cases in the Sindh and Lahore High Courts. To reduce court case load, effective

utilisation of the avenues of alternative dispute resolutions offered by law has been advocated. Two courses, one on family laws related ADR for 24 Judges and another on Mediation techniques for another 24 Judges-cum-Magistrates were launched at Karachi Centre for Dispute Resolution. The amendments to CPC (Sec 89-A) were intended to operationalise ADR mechanisms for speedy and inexpensive justice. Utility allowance has been allowed to the judicial officers in Sindh and Balochistan.

Tax reforms: The government has launched number of incentives to improve public sector management efficiency. A comprehensive reforms program/strategy has been devised/initiated to enhance resource mobilisation efforts in the country and increase tax to GDP ratio from the lowest level of 9 per cent to 15 per cent in the next few years. The reform initiatives include broadening of tax base, rationalisation of concessionary regime and withdrawal of exemptions/ SROs, administrative improvement Initiatives, that is, restriction of exemptions and Computerised Risk-based Evaluation of Sales Tax (CREST), introduction of an e-filing process, strengthening Tax Audit, Customs Modernisation and control, and enhancement of capacity of human resources. To facilitate the trade at international crossing points, two major projects have been initiated. The first project titled "Development of Integrated Transit Management System (ITTMS) under ADB Regional Improving Border Service", will reduce dwell time for cargo clearance and its onward dispatch, monitor pilferage en-route, ensure proper exit of outbound cargo, keeping a strict check on passengers baggage's, pave the way for one-window operation at country and regional level, and pave the way for introduction of Authorised Economic Operation. The 2nd project 'Security Improvement in Karachi and Port Qasim', 03 Fixed and 01 Mobile Scanners will be installed to provide fundamental element of a secured global supply chain, routed through Pakistan towards landlocked countries in the region.

Improvements in audit and accounts: The office of the Auditor General of Pakistan launched Phase-II of the project titled 'Project for Improvement of Financial Reporting and Auditing (PIFRA)' at a total cost of Rs10.335 million. The main objective of the project is to strengthen financial management practices, provide basis for enhancing public sector accountability through financial monitoring and control, and produce timely and reliable information for decision-making and policy formulation. This reform programme is being implemented to separate audit and account functions and establish effective accounting and reporting systems in line with the international best practices. Under the project, SAP system upgraded from R/3 to EEC 6.0, Five FABS against the targets of five departmentalised Account Office, 239 Financial Accounting and Budgeting System (FABS) out of 240 District Account Office (DAO) sites, and 53 System Application Programme (SAP) competency centres out of 53 have been established. Payroll of 2.2 million employees computerised on SAP system, pay slip through email and facility of direct credit to pensioners bank account initiated. Eleven foreign-funded projects brought on FABS system. All 200 divisions and departments of the federal and provincial governments have been linked to the system for preparation of budget and generation of financial reports. The PIFRA has made provisions for additional targets in case of Gilgit-Baltistan and AJ&K. New data centres have been established and Servers Replaced for AGPR Islamabad and four AG offices. The post-PIFRA IT setup has been developed.

Reform and innovation in government: Under the project 'Reform and Innovation in Government for High Performance', an Institutional Reform Group has been constituted. Pakistan Governance Forum organised at Convention Centre and about 1000 stakeholders attended the forum. The main objective of the forum was to achieve the objectives of the

Vision and review the state of reforms, develop innovative solutions and recommend plans for accelerated implementation of reforms. Fourteen groups were constituted to discuss and recommend proposals to improve service delivery in education, health, judicial and legal system, police and criminal justice, civil service, performance evaluation and management, ease of doing business, accountability and transparency, e-Governance, State Owned Enterprises, Post-18th Amendment challenges and opportunities, Service Delivery and Citizen Client Charter, Regulatory Bodies, and Effective Local Government.

A presentation was made to Prime Minister of Pakistan regarding reform agenda for the Government after consultation with stakeholders. To make the reform process effective and sustainable, consultation with all stakeholders including provincial government was also conducted. Views of the general public were also solicited through emails and in writing. An international well reputed consulting firm is being hired to undertake a study on Civil Service Reform. In addition Committees on Performance based Remunerations; Redundancies; Restructuring the core functions of the Prime Minister' Office; and Reforms in ICT have been constituted. A cost sharing agreement has been signed between UNDP and Ministry of Planning, Development and Reform to foster the reform process. Four new projects have been initiated in Ministry of Planning, Development and Reform to promote reform process in the area of agriculture policy planning, urban policy planning, energy sector reform, and implementation of Pakistan Vision 2025. Public Sector Enterprise (PSEs) Reforms project has been launched in Ministry of Finance to reduce fiscal, economic costs associated with PSEs and for successful implementation of privatisation and restructuring programme for selected PSEs.

Public information and statistical management: The Pakistan Social and Living Standard Measurement (PSLM) is being implemented to provide social and economic indicators in the alternate year at provincial and district level. PSLM is providing information on indicators, that is, demographic characteristics, education, health, employment, household assets and amenities, population welfare, water supply and sanitation and income and consumption. Moreover the PD&R Division also undertake Poverty Analysis on the basis of PSLM Household Integrated Economic Survey (HIES) data. Besides this, Indicators computed from PSLM surveys are used to monitor progress of Millennium Development Goals (MDGs). United Nations (UN) set 18 targets for 48 indicators for its member countries to achieve by 2015. Pakistan has committed to implement 16 targets. Out of 37 indicators 15 indicators are monitored through PSLM Surveys. Eight reports of the PSLM containing national, provincial and District Level Surveys have been released. The project titled 'Strengthening National Statistics (SNS) in Pakistan' has improved the capacity of Pakistan Bureau of Statistics (PBS) in collection, processing, relevance and dissemination of statistical data to support evidence based decision-making. PBS has initiated two new projects. The first project titled "Change of Base of National Accounts from 2005-06 to 2015-16" has been initiated to change the base of the National Accounts from 2005-06 to 2015-16 and price indices from 2007-08 to 2015-16. The second project 'Updation of Rural Area Frame for the Conduct of Census/Survey' has been initiated for updating the rural area frame and prepare manual and digitalised mauza maps

Devolution and police reforms: For improvement of law and order in the country, National security policy has been prepared in consultation with all stakeholders. The National Action Plan has been initiated to crack down on terrorism and to supplement the ongoing anti-terrorist offensive in North-Western Pakistan. The Plan provided the framework for the 21st Amendment to the Constitution which established speedy trial military courts for offences relating to terrorism. It has also led to the resumption of capital punishment and mandatory re-

verification through fingerprint recognition of all subscribers on mobile telephony. To strengthen the law enforcement agencies in Balochistan, the project titled "Raising of Balochistan Constabulary" costing Rs 5.14 billion is meant to add 6,000 new personnel in the force. The project 'Establishment of Emergency Service Rescue-1122 Centers in ICT Islamabad' is being initiated for developing safer communities through establishment of an effective system for emergency preparedness, response and prevention, provision of basic rights to provide timely emergency care for residents of ICT. The projects 'Establishment of Anti Riot Force in ICT Police' and 'Establishment Model Police Stations ICT' are being launched to enhance the capacity of ICT police and to improve the service delivery.

Young Development Fellowship Programme: To ensure the active participation of the young people in national development, the Planning Commission is implementing Young Development Fellows Programme. The programme will groom talented young women and men with distinguished academic background and potential for leadership, who will lead Pakistan through the 21st Century. Under the programme, 220 emerging leaders during the period of five years (up to 40 each year) from around Pakistan will be brought together. After the successful completion of the first batch of fellowship under the programme, recruitment process of 2nd Batch of 40 YDFs has been completed and posted in different sections of the Planning Commission.

Monitoring of the federally-funded projects: An amount of Rs540 billion for the year 2014-015 was allocated in PSDP 2014-15 for the macroeconomic growth. The effective implementation of PSDP is strongly correlated with the mechanism of Monitoring and Evaluation in place. Vigilant monitoring and supervision of projects is a pre-requisite to ensure the achievement of the targets of economic growth which can be translated into the achievement of the Sustainable Development Goals (SDGs). This objective can be achieved when development projects are planned and executed with vigilant management in the presence of result based monitoring so that the outcomes of development planning can be transferred to the people and the agenda of bringing a positive change in their lives can be perused.

Performance 2014–15

The Planning Commission adopted a result-based monitoring of development projects. For 2014-15, a target of 400 projects (35 per cent of PSDP of the total projects) was planned for monitoring. Out of which, about 350 (87 per cent of target) projects have been monitored till March, 2014. The work on modernisation of the monitoring tools in collaboration of SUPARCO was also completed and a web based Android Application has been developed and is at testing stage.

Based on the RBM parameters, some of the major observations were taken up with the executing agencies to improve pace of implementation of the development projects. Following are the major observations:-

- Lack of planning and designing of the Projects.
- Change in scope of work
- Lack of management capacity of the executing agencies.
- Delay in procurements
- Flaws in technical appraisal of the projects
- Changed funding mechanism

- Weak performance of Planning and Monitoring Cells in ministries.
- Land acquisition and litigations

Evaluation of development projects

The Planning Commission undertakes evaluation of development projects and programs which includes systematic and objective assessment of completed and ongoing projects, programmes and policies, its design, implementation and results. The aim was to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability. Seven projects were evaluated against the target of 15 projects. The low achievement of target is attributed to shortage of required manpower in the evaluation Section. The recommendations made in the evaluation reports benefited the stakeholders, and provided guideline to improve the future policy and in planning.

Result-based monitoring

The public sector organisations emphasise on results, outcomes and impacts. This means that the demand for monitoring and evaluation of the Public Sector must be located within the broader framework of the Government Systems and Policies. Results based monitoring and evaluation (M&E) is a powerful public management tool. This helps to track the status and progress made in policies, programs, or projects and also to provide timely information to the relevant stakeholders and allows for greater accountability, set the basis for establishing key goals and objectives and provides a justifiable basis for budget requests. Participatory approach has been adopted in monitoring evaluation process. It was ensured that stakeholders are involved in all stages of planning, monitoring and evaluation. Monitoring data indicates that the implementation of projects have suffered mainly due to low releases as compared to PC-I phasing and lack of capacity in management of projects. Thin allocation of resources to a large portfolio results into delays and cost over runs in majority of projects, improper preparation/designing of the PC-I s' leads to delays, cost over runs, change in scope of work and ultimate revision of the PC-Is.

Management Information System

The MIS plays an important role in decision-making. An organisation cannot work effectively without a well-managed information system. To make the projects monitoring more effective and facilitate the working of Projects Wing, MIS Section of Projects Wing is managing a web based Project Monitoring and Evaluation System (PMES) for sustained flow of e-information on projects' implementation which is facilitating the line ministries/divisions and provincial departments as a central database for storing essential data of projects implementation and completion. PMES is the backbone of PSDP Projects for their effective monitoring. More than 3,000 PSDP projects have been added in the PMES system and 2,000 relevant users have been trained.

Governance reforms in provinces

Punjab

The Planning and Development Department of the Punjab, in collaboration with the World Bank, has initiated 'Punjab Public Management Reform Programme (PRMP) to strengthen performance monitoring system and feedback loops, improve transparency and access to information. Three main result areas of the PPMRP include (i) Transparency and Access to Services (ii) Performance Monitoring (iii) Resource Management. The programme is planned

over five year period with disbursement up to a maximum of \$ 50 million equivalent over this period. The program is being implemented in seven target departments of the provincial government, namely (i) Agriculture Department (ii) Excise and Taxation Department (E&TD) (iii) Higher Education Department (HED) (iv) Irrigation Department (ID) (v) Livestock and Dairy Development Department (L&DD) (vi) Local Government and Community Development Department (LG&CD) (vii) School Education Department (SED).

In collaboration with Department for International Development, Sub-National Governance Program (SNGP) has been initiated to improve management of service delivery by strengthening the evidence-based decision-making and responsiveness to citizens and enhance government transparency, local accountability and openness to citizens. SNGP aims to ensure that government services are being provided in accordance with needs of poor people. The project is being implemented in 6 districts, that is, Hafizabad, Sahiwal, Mandi Bahauddin, Vehari, Sheikhpura and Bahawalnagar to tackle problems such as weak planning, lack of evidence on which to base policies and budgets, poor staff performance management, corruption, and inadequate accounting to citizens and legislatures. The desired outcome by 2016 is that the poor Punjab find services better meet their needs. It expects the programme will achieve this by (i) Enhancing the evidence-base used by sub-national government for key decisions about service provision (ii) Encouraging sub-national governments to be more transparent and responsive to poor people's needs (iii) Strengthening the capability of sub-national government to ensure provision of decent services to poor people;

After the closure of PSCBP which was implemented in collaboration of World Bank at total cost of \$61 million, Government of the Punjab developed an integrated Punjab Capacity Building Program (PCBP-I-II-III and IV) for officers in the relevant areas which equipped them with suitable professional skills to undertake the upcoming challenges.

To curb corruption, bribery and slow pace of service delivery, the Government of Punjab has launched Proactive Governance Model in selected government departments to seek citizen feedback on public services. The programme has not only helped to improve the governance system but also creates deterrence for corruption in the system by empowering a common man to connect the government directly.

Sindh

The Sindh government has launched various initiatives to improve transparency and good governance through reforms in public sector. To improve the performance of public financial management, Public Expenditure and Financial Accountability (PEFA) Assessment with the assistance of development partners has been carried out. 32 performance indicators over the performance of Government were evaluated on six core dimensions of public financial management which include credibility of the budget, comprehensiveness and transparency, policy-based budgeting, predictability and control in budget execution, accounting, recording, and reporting and external scrutiny and audit.

Based on the PEFA Assessment, Sindh Public Sector Management Reform Project has been initiated with the assistance \$50 million from the World Bank. The objectives of project include increasing revenue mobilisation through tax policy reforms and increase administrative efficiency in tax collection, enhancing performance of public financial management systems, strengthening public procurement performance, strengthening management and transparency of the development portfolio.

The Sindh Tax Revenue Mobilisation Plan 2014-19 has been approved which comprises a set of activities to deliver results that cover a wide range of cross-cutting tax policy and tax administration issues including tax simplification, modernisation of tax administration and taxpayer facilitation. Under the plan, a Tax Reform Unit has been established which generate data and information; design and implement specific initiatives or measures for rising optimal tax revenue, and orchestrate a tax policy dialogue among the tax administration entities. To keep the Debt Management system in the province, a Debt Management Unit has also been established which would have an active and functional debt management office within FD structured along functional lines.

The Public Financial Management Reform Strategy (2014-15 to 2019-20) has been approved by the Sindh Cabinet and has been shared with all departments for implementation. The objective of the PFM Reform Strategy is to ensure a public finance system that is based on the principles of transparency, accountability, equity, fiscal discipline and efficiency in the management and use of public resources for improved service delivery and economic development.

The reforms initiated under the above lending were far reaching as these enabled the Government to move towards substantial reforms under debt restructuring; tax reforms; expenditure management reforms as well as sector and regulatory reforms. These reforms helped in creating the fiscal space, which in turn was used for providing higher allocations in poverty reducing sectors including the ADP.

Khyber Pakhtunkhwa

The District Delivery Challenge Fund (DDCF) in collaboration with the Sub-National Governance (SNG) programme has been launched by the Government of Khyber Pakhtunkhwa with the support of UK Government's Department for International Development (DFID). The main aim of DDCF is to identify, develop, finance and pilot innovative ideas for improving the delivery of public services. The first public service being targeted on primary education in Karak, Lakkim Marwat, D.I. Khan, Haripur, Nowshera and Buner. In addition, the government of Khyber Pakhtunkhwa has taken important initiatives to improve governance and development outcomes in the province. The initiative includes introduction of Right to Public Service Act 2014 under the Act Right to Public Service Commission has been established and operationalised. Ehtesab Commission has been established and operationalised under Ehtesab Act 2014. Citizen Feedback Model has also been operationalised to curb corruption, bribery and slow pace of service delivery. Conflict of Interest Bill has been drafted and handed over to Select Committee. Whistle Blower Bill has been finalised at the department level.

The Comprehensive Development Strategy (CDS), introduction of output/ performance Based Budgeting (OBB), gender response budgeting, development of Health Sector Strategy (HSS), Education Sector Plan and Social Protection Strategy, as well as the establishment of the office of the Provincial Ombudsman. The aim of these initiatives is to reform government of Khyber Pakhtunkhwa to conduct its business in an effective and efficient manner. The provincial government is also implementing a comprehensive Monitoring and Evaluation (M&E) Framework. This framework seeks to consolidate and streamline M&E processes in the public sector and, as part of this effort, aims where possible to incorporate citizens' voice in the assessment of the impact of development programmes and projects.

During 2014-15, the KPK government implemented number of projects to improve governance, capacity/ efficiency of government departments which includes District Governance Community Development Programme to build responsiveness and effectiveness of the State to restore citizen trust; stimulate employment and livelihood opportunities; and ensure the delivery of basic services. The project is being implemented in 6 districts of Malakand Division (Malakand, Chitral, Shangla, Swat, Upper Dir and Lower Dir).

Balochistan

The Balochistan government launched 'Governance Support Project' in 2012 with the financial assistance of Multi Donors Trust Fund (MDTF) to improve delivery and efficiency of the core government departments through institutional strengthening and support to line departments, while responding to priority governance needs. To enhance the capacity of government officials in the area of project management, Monitoring and Evaluation and appraisal, financial management, procurement etc. have been conducted at National Institute of Management (NIM), Pakistan Planning and Management Institute (PPMI) and Lahore University of Management Sciences (LUMS). Partnerships with local academic institutions have been established to address the emerging issues and challenges in the province, with mutual agreement, trust and dedication and to develop linkages for specialised services and improved governance. Following interventions have been undertaken in collaboration with local academic institutions:

- Comprehensive TNA for Government departments and Performance Management System has been developed with the support of Balochistan University of Information Technology, Engineering and Management Sciences (BUIEMS);
- Citizen Report Card Survey conducted and Result Based Management system is being initiated in collaboration with University of Balochistan;
- Citizens' pre-budget consultative workshops for women at divisional level have been conducted with collaboration of Sardar Bahadur Khan Women University Quetta.

A result based M&E Centre of Excellence is being established in BUIEMS. The centre will be linked with Andrew Young School of Policy Studies of Georgia State University at Atlanta-US.

First time in history of the province, the GSP- Balochistan organised citizens' Pre-Budget consultative workshops at Divisional and district level to record aspirations of the masses. Besides, support is being provided to strengthen the Planning and Development Department, Anti-Corruption Establishment Balochistan and Provincial Ombudsman Office. Hotlines in Anti-corruption establishment and Provincial Ombudsman are being established to facilitate the citizens of the far-flung areas of the province for lodging corruption complaints and grievances. Ten Year governance plan is being formulated and establishment of Public Policy and Research Institute is at final stage.

Outlook for 2015-16

The governance is perhaps the single most important factor in ensuring objectives of effective service delivery. Steps are needed to address issues relating to improving people's participation and involvement of civil society, especially voluntary organisations and enhancing effectiveness of devolution. To create effective pressure group to check deterioration in governance and exploitation of the public resources, empowerment of marginal and excluded classes would be needed. Corporate governance will be improved to increase public-private interface, and by

developing legal and regulatory frameworks. Public sector management needs to be made more efficient through a variety of measures, which includes modernisation of public sector institutions, civil service reforms (recruitment, training, promotion, transfer/ posting and performance evaluation); procedural and process reforms; procedural regulations and controls; tax and judicial reforms. Smart governance would need a big push to increase transparency, fair play and make systems faster and user friendly.

An amount of Rs6,549 million is allocated for institutional reforms and good governance in the PSDP 2015-16. The allocation indicates an increase of 12 per cent over the last year's allocations.

Programmes

The reforms programmes and initiatives in the area of governance mentioned above and have already been under implementation at Federal and Provincial levels will be continued during 2015-16. A framework for civil service reform will be developed in consultation with stakeholders. In addition, an amount of Rs2.5 million is being allocated in PSDP 2015-16 to initiate reforms in Islamabad Capital Territory to make it as model and showcases for provinces in the area education, health, police and other civic service sector. A huge amount is being spent on security related projects to implement National security policy/ National Action Plan for the improvement of law and order in the country which will facilitate foreign direct investment and ultimately support sustainable economic growth and development. To improve and facilitate international trade, an integrated transit management trade system is being established at Wahga, Chaman, Karachi, and Thorkaham Borders Effective monitoring and evaluation will be encouraged and supported. Approximately 400 projects will be monitored to ensure effective implementation and timely completion of project. Emphasis will be laid on results based monitoring, to assess outcome of the projects. Ex-post evaluation of 15 projects will be under taken to assess the outcome and impact of the projects with reference to their planned objective. New software applications will be developed on need basis keeping in view the demands of various reports required by the Prime Minister's office, Parliamentary Bodies, Public Accounts Committee and other senior management. The new projects in the next PSDP will be made part of this database and the progress of all the PSDP projects will be reported via PMES.