

PAKISTAN COUNTRY PROGRAM REPORT
JOINT REVIEW OF ADVISER POSITIONS FUNDED BY THE AUSTRALIAN AID PROGRAM

Overview

[A Joint Adviser Review Report](#) was released on 15 February 2011, which provided a synthesis of the findings and key recommendations from individual country reviews, including country specific adviser figures and narrative.

Australia worked bilaterally with a large number of partner country governments to review each adviser position. While the underlying Review methodology and the core content of country-specific reports is consistent across programs, in each case the final country-specific Review Report reflects decisions made by the joint Review teams as appropriate for the specific cultural and language context. As a result there are some presentational differences between reports.

This report presents the findings and recommendations of the joint Review process undertaken between the Governments of Pakistan and Australia.

It is important to note that the Review process involved an assessment of the value and effectiveness of each adviser position – not the performance of individuals in those positions. The Review focused on the role of each position in meeting agreed country program objectives and development outcomes. On the basis of this assessment, the continued funding of adviser positions by AusAID was jointly considered and agreed with partner governments.

1. Executive Summary

This Review focuses on the role that advisers play within the Pakistan Country Program and the contribution of positions to program objectives and outcomes.

The Review assesses the adviser positions and is not an assessment of the performance of the individuals in those positions.

The key findings of the Review are:

- Use of advisers within the Pakistan program is limited to three positions: Senior Health Adviser, Senior Education Adviser, and Agriculture Adviser.
- The role of each of these positions is principally to provide technical expertise and advice internally to AusAID. There are no in-line government advisers engaged.
- The advisers play a critical role in three of AusAID's priority sectors in the Pakistan program - health, education and agriculture/rural development.
- All adviser positions remain high priorities.

The Review recommends:

1. The Senior Health Adviser position is maintained.
2. The Senior Education Adviser position is maintained.
3. The Agriculture Adviser position is maintained. Continuation of the Agriculture Adviser position beyond the current contract is to be assessed at the end of 2011 in consultation with the Government of Pakistan (Government of Pakistan), upon consideration of future needs, and assessment of Post staffing capacity to provide this expertise.
4. The Annual Partnership Dialogue under the Australia-Pakistan Development Partnership (APDP), and ongoing engagement with the Economic Affairs Division (EAD) form the mechanisms to engage with the Government of Pakistan on future requests for adviser positions, and on the effectiveness of existing positions.

The next steps are:

- To take steps to maintain the positions of Senior Health Adviser and Senior Education Adviser (due to expire in February 2011 and April 2011 respectively).
- To progress the formalisation of the APDP in 2011, and to identify a date for the Annual Partnership Dialogue, which will provide the framework for ongoing discussion with the Government of Pakistan on adviser positions.
- To further assess the Agriculture Adviser position in late 2011, prior to the expiry of the position in March 2012.

2. Introduction/Background

2.1 Background to the Adviser Review

AusAID's use of advisers has been questioned in a number of recent independent reviews. In May 2010, the former Minister for Foreign Affairs and Trade announced that AusAID would work with partner governments to jointly 'confirm the priority attached to each adviser position¹ and whether it is an effective response to mutually agreed development needs and priorities.'

In accordance with the Terms of Reference (TOR) for the AusAID-wide Review of Adviser Positions (full TOR at [Attachment A](#)) this Review will cover (if applicable):

- decisions regarding the continuance or phasing out of positions
- implications for the redesign of any programs in which advisory positions have been agreed to be of a lower priority
- an initial consideration of the contractual implications of these decisions
- any suggested – or agreed – alternatives to advisory positions where these positions have been agreed to be of a lower priority/cost-effectiveness
- agreed timeframes for the above actions
- an agreed process for assessing future requests for advisers, including a nominated counterpart coordinating agency (to act as a primary point of contact/dialogue in this regard)

2.2 Review methodology

This Review focuses on the role that advisers play within the Pakistan country program and on the contribution that these positions make to meeting program objectives and outcomes.

This Review assesses the adviser positions and is not an assessment of the performance of the individuals in those positions. Given the relatively small number of advisers used by the Pakistan program, the Review was conducted as a desk review exercise. The Operations and Policy Support Branch were consulted and agreed to this approach. The Government of Pakistan (Additional Secretary, EAD) was consulted regarding the conduct of the review and the review findings. The Government of Pakistan accepts the review findings, including that the Annual Partnership Dialogue form the basis for ongoing discussion of adviser positions under Australia's development cooperation partnership with Pakistan.

2.3 Overview of Australia's aid program to Pakistan

The aid program to Pakistan currently focuses on four key pillars:

1. strengthening service delivery in health and education with a focus on promoting **basic education and maternal, neonatal and child health**;
2. increasing **agriculture productivity and improving rural livelihoods**;

¹ For the purposes of this review an 'adviser' provides advice – to one or more interlocutors – on the strategic direction **and/or** implementation of the Australian aid program. See Annex 1 for a detailed definition of 'advisers' as used in this review.

3. strengthening **democratic governance** and
4. **supporting vulnerable populations** through humanitarian assistance.

Supporting gender equality and building human resource capacity underpins these four pillars.

In tandem with a growing aid program, Australia has strengthened engagement and dialogue with the Government of Pakistan, and other donors to Pakistan, in recent years. In September 2009, along with a range of other measures, Australia announced it would establish a multi-year Australia-Pakistan Development Partnership (APDP), focused on the four key pillars outlined above. The APDP outlines principles for engagement based on a partnership approach and provides a mechanism for **annual high-level dialogue on development priorities and performance** (the afore-mentioned Annual Partnership Dialogue), giving structure and coherence to the development cooperation relationship between the Governments of Australia and Pakistan. The APDP is underpinned by principles of commitment to mutual respect, accountability and responsibility for improved development outcomes in Pakistan. The APDP is currently being operationalised and will be formalised in 2011 through a joint signing by Australia and Pakistan's respective Foreign Ministers.

Australia's Overseas Development Assistance to Pakistan in 2010-11 was budgeted at \$66.5 million. Given the additional assistance provided in response to the major floods in Pakistan during 2010, this will be exceeded. Australia is on track to exceed the two year (2009-11) \$120 million commitment made at the Pakistan Donors' Conference held in Tokyo in April 2009. This represents a doubling of the program from its 2008-09 levels (\$30.5 million) and a tripling since as recently as 2006-07 (\$16.9 million).

The majority of the bilateral program of assistance is drawn from Health and Education Budget Measures, estimated at \$18 million and \$22 million, respectively, in 2010-11. Agricultural and rural development expenditure is estimated at approximately \$15 million for the 2010-11 financial year. These three sectors are the main focus of Australia's bilateral aid program to Pakistan.

3. Review Findings

3.1. Current use of Advisers in the Pakistan Program

Advisers have an important role to play in the delivery of AusAID programs in Pakistan. In the past the Pakistan program has engaged external advisers to undertake independent reviews and appraisals of program documents and proposals, to conduct scoping missions and analytical work, and to prepare costings and scope of services for aid activities. Currently, the Pakistan program engages three long-term advisers (one New Zealand-based Adviser and two in-country, locally engaged Advisers) (See [Attachment B](#) – Summary of Adviser Positions in Pakistan Program).

The Adviser positions are as follows:

1. Senior Health Adviser (in-country)

2. Senior Education Adviser (in-country)
3. Agriculture and Rural Development Strategy Adviser (international; New Zealand-based)

These Advisers primarily provide technical expertise and guidance to AusAID but also engage with the Government of Pakistan in the delivery of programs in the health, education and agriculture and rural development sectors. AusAID does not fund any in-line adviser positions within the Government of Pakistan.

The Advisers to the Pakistan program have been selected through a mixture of direct selection processes and internationally competitive recruitment processes. The selection of these Advisers was based on: value for money considerations; an assessment of past experience and technical expertise in the sector; demonstrated knowledge of the specific sectoral issues and country context; and availability to undertake the tasks within agreed timeframes.

3.1.1. Senior Health Adviser (in-country)

The Senior Health Adviser is contracted from 2 February 2009 to 1 February 2011. The Scope of Services for the Senior Health Adviser position is provided at Attachment C.

The Senior Health Adviser provides ongoing strategic and technical advice and guidance to the Islamabad Post in the design and delivery of programs in the health sector in Pakistan. The Senior Health Adviser also plays a key role in donor liaison and engaging with partner government counterparts in the health sector.

The Senior Health Adviser works as part of a small team to provide effective high quality health policy and technical advice to the health sector components of the Pakistan program.

Recruitment Process

The Senior Health Adviser is based in Islamabad and was recruited through a competitive, international recruitment process. The selection was based on an assessment of skills and expertise and value for money considerations (and information on previous remuneration).

Assessment

AusAID's Health Engagement Strategy for Pakistan (2007-2011), which supports the Government of Pakistan's maternal neonatal and child health (MNCH) program (via a delegated responsibility arrangement with the United Kingdom's Department for International Development (DFID)) recommended that a health adviser should be appointed to provide technical support and advice to the oversight of AusAID's health initiatives. The position was requested by DFID during discussions in the lead up to the delegated responsibility agreement for the MNCH program, and was strongly endorsed at the Peer Review of AusAID's Health Engagement Strategy.

Through engagement with the Government of Pakistan arising out of the MNCH work and the Senior Health Adviser position, AusAID was able to directly contribute to the development of Pakistan's new health policy. Concurrently, through increased engagement with DFID, the Senior Health Adviser was able to influence the design of DFID's sectoral work, and identify potential areas of further joint programming.

Targeted collaboration between DFID and AusAID also facilitated an agreed collective donor response to the Government of Pakistan's new health policy, and has renewed interest in donor coordination at the sectoral level. This improved coordination was a major achievement in an environment where donor coordination has proved difficult. This work was largely led by the Senior Health Adviser.

The position has enabled greater engagement with the AusAID's Health and HIV Thematic Group and Advisers, facilitating greater intra-agency sharing of knowledge. The position has also afforded a greater level of technical input to, and oversight of, AusAID's health sector investments in Pakistan more broadly (including to activities implemented by the Fred Hollows Foundation and World Health Organization), thus enhancing the effectiveness of AusAID's engagement in the sector.

Finding: The Senior Health Adviser position is contributing to AusAID's program objectives in the health sector in Pakistan.

Recommendation 1:

It is recommended that the Senior Health Adviser position be maintained.

3.1.2. Senior Education Adviser (in-country) :

The Senior Education Adviser is contracted from 27 April 2009 to 19 April 2011. The Scope of Services for the Senior Education Adviser is provided at [Attachment D](#).

The Senior Education Adviser provides ongoing technical advice and guidance to the Islamabad Post for the design and delivery of programs in the Education Sector in Pakistan. The Senior Education Adviser also provides a mentoring role for local staff and facilitates the effective engagement between AusAID and counterpart government institutions/agencies.

Recruitment process:

The Senior Education Adviser was recruited through a competitive, international recruitment process. Selection was based on an assessment of skills and expertise and value for money considerations (and information on previous remuneration).

Assessment

The appointment of the Senior Education Adviser has allowed for a greater depth of engagement with the Government of Pakistan on education issues, including on the design

of new programs directly supporting provincial government service delivery. The Senior Education Adviser played an important role in establishing a new delegated cooperation arrangement with DFID on education sector support negotiated with the Government of Khyber-Pakhtukhwa. The Senior Education Adviser also helped progress negotiations with the Government of Balochistan on a partnership with UNICEF to develop a long-awaited education sector plan for the province. A significant new partnership with the Aga Khan Foundation has also been established, with guidance in the design of the new program provided by AusAID's Senior Education Adviser.

The Senior Education Adviser position has enhanced AusAID's capacity to engage credibly with the Government of Pakistan and other donors on education sector issues, and has allowed for a greater degree of coordination on technical and policy matters with other donors. The position has also provided a greater degree of technical input to and oversight of AusAID's investments in the education sector in Pakistan more broadly (including to AusAID's Scholarships program), enhancing the effectiveness of AusAID's engagement in the sector. The position has also enabled greater engagement with AusAID's Education Thematic Group and advisers, facilitating greater intra-agency sharing of knowledge.

Finding: The Senior Education Adviser position is contributing to AusAID's program objectives in the education sector.

Recommendation 2:

It is recommended that the Senior Education Adviser position be maintained.

3.1.3. Agriculture and Rural Development Strategy Adviser (Australia-based) :

The Agriculture and Rural Development Strategy Adviser (the Agriculture Adviser) is contracted from 12 February 2010 to 30 March 2012. The Scope of Services for the Agriculture Adviser is at Attachment E.

The Agriculture Adviser provides ongoing technical assistance in relation to the finalisation of the Pakistan program's Agriculture and Rural Development Strategy and development of programs under the agriculture and rural development portfolio. The Agriculture Adviser Position requires extensive technical expertise in the agriculture sector and in depth knowledge of the agriculture and rural development context in Pakistan.

The Agriculture Adviser was contracted to develop a rural development strategic framework to guide AusAID's interventions in the rural and agriculture sectors in line with Australian Government development and foreign policy priorities and the Government of Pakistan's agenda for the sector. Based on consultations with the Government of Pakistan and other donor partners, the Agriculture Adviser identifies and assesses funding opportunities in the rural and agriculture sector.

Recruitment process:

The Agriculture Adviser was engaged through a direct selection process. The Agriculture Adviser was recommended for engagement by AusAID's Rural Development Adviser because his skills and experience are highly relevant to the position. The inputs sought from the position are largely Canberra based. The day-to-day engagement with the Agriculture Adviser position is conducted through the Pakistan Desk and the Australian Centre for International Agricultural Research (ACIAR).

Assessment:

The Agriculture Adviser plays a key role in providing technical support and strategic oversight to the Desk and Post to assist in the development of programs in the Agriculture and Rural Development sector. The Agriculture Adviser fills a resource gap, particularly as the planned Rural Development Adviser position proposed for Islamabad Post has not been filled. It was decided that a full time in-country agricultural adviser position was not required at this time, but that current advisory arrangements and internal staff capacity would address current needs. This decision should be monitored and a further assessment made towards the end of 2011, prior to the expiration of the term of the current Agriculture Adviser position in March 2012. The Agriculture Adviser position has enabled effective liaison by AusAID with ACIAR to assist in the development of Phase 2 of the Agriculture Sector Linkages Program which commenced in October 2010.

Finding: The Agriculture Adviser position is contributing to AusAID's program objectives in the agriculture and rural development sector.

Recommendation 3:

It is recommended that continuation of the Agriculture Adviser position is assessed further at the end of 2011 in consultation with Government of Pakistan, upon consideration of future needs, and assessment of in-country capacity to provide this expertise.

3.2. Key effectiveness issues

The operating environment in Pakistan is characterised by poor donor coordination, including at the sectoral level. This impacts on the coordination of: (i) technical inputs into; (ii) financial support for; and (iii) engagement with, Government of Pakistan programs. Australia's engagement with DFID and Government of Pakistan through the MNCH program is an example of where successful donor coordination has led to strong policy and program engagement with the Government of Pakistan. The Senior Health Adviser position has been critical in facilitating this engagement by providing high level technical support to Australia's programs in the sector. This position brought with it credibility and leverage to facilitate and influence donor coordination.

The Government of Pakistan's policy framework remains unclear and would benefit from greater alignment of the Annual Development Plans, the Poverty Reduction Strategy Paper and the Medium Term Development Framework. The reinvigoration of the Pakistan Development Forum is a positive development and should assist in articulating Government of Pakistan's priorities and improving donor coordination.

The Annual Partnership Dialogue under the APDP will also provide a mechanism to discuss Government of Pakistan priorities and how AusAID can best address these, including through the use of advisory support. The Annual Partnership Dialogue and ongoing engagement with the Economic Affairs Division of the Ministry of Finance, will also play a key role in facilitating mutual accountability between Government of Pakistan and Australia, and agreeing on the engagement and effective use of advisers under the Pakistan program.

Recommendation 4:

It is recommended that the Annual Partnership Dialogue under the APDP, and ongoing engagement with the Economic Affairs Division form the key mechanisms to engage with the Government of Pakistan on future requests for adviser positions, and on the effectiveness of existing positions.

4. Lessons Learned

The conduct of this review has highlighted the importance of strategic and targeted adviser positions under the Pakistan program. Lessons learned from this Review include:

- Advisers have played a useful role in program design, assessment, and the provision of technical advice under the aid program to Pakistan;
- Advisers have enabled Australia to engage credibly with donors and the Government of Pakistan, and have assisted with donor coordination;
- Pakistan welcomed technical input provided (in partnership with DFID) by AusAID's internal adviser to the new national health policy;
- DFID has appreciated the technical expertise that the Senior Health Adviser position has brought to its relationship with AusAID;
- Experienced advisers can play an important role in improving the quality and effectiveness of the Australian aid program in Pakistan;
- The Pakistan program would benefit from greater comparative information from across the agency on the use of advisers, including an agency policy position and standards guiding the use and remuneration of advisers;
- Given there are currently no in-line Government advisers, further analysis is required to assess the suitability and effectiveness of such positions, and determine how we would support these positions from a security/duty of care perspective, should these be planned in the future; and
- Further work is required to better articulate the objectives, results and expectations of adviser positions, as opposed to AusAID staff members. This will assist with workforce planning and the ongoing assessment of suitability of adviser positions.

5. Next Steps

The Pakistan program will take on board the recommendations in this Review and will take the following steps to implement the Review findings and recommendations outlined in this Report:

- maintain the in-country positions of Senior Health Adviser and Senior Education Adviser (due to expire in February 2011 and April 2011 respectively);
- maintain the current arrangements with the Agriculture Adviser and assess the need for an Agriculture Adviser position (international or in-country) in late 2011, prior to the expiry of the current position in March 2012;
- in consultation with Government of Pakistan, progress the formalisation of the APDP in 2011 and identify a date for the Annual Partnership Dialogue, which will provide the framework for ongoing dialogue with the Government of Pakistan on adviser positions; and
- also maintain ongoing discussions with the Economic Affairs Division on new and existing adviser positions in Pakistan.

As Australia's program to Pakistan expands and responds to the reconstruction and rehabilitation needs generated by the extensive floods in July 2010, we will continue to work with the Government of Pakistan to identify and agree future adviser positions which are responsive to emerging demands. AusAID is currently considering a Government of Pakistan request for advisory support for an Asian Development Bank led Water Sector Task Force. We will consult with Government of Pakistan as outlined above, and relevant stakeholders, on an agency response to this request.

Attachment A: Terms of Reference

Background

Australia's aid program focuses on building capacity in developing countries – the capacity of people, of organisations, of systems. Capacity – to participate in and contribute to economic growth, to perform the functions of government, to deliver services, to provide stable and secure communities – touches on virtually every aspect of development.

Capacity is built through transferring knowledge and skills. This can be done in many ways – through educational scholarships; through providing training courses and study tours for officials from developing countries; through research activities; and by using experts to advise and to work with counterparts in developing countries.

Historically, a large part of Australia's aid program has been delivered through advisers. This is primarily because Australia's aid program is concentrated in the fragile and conflict-affected countries of our region where government systems and capacity are weak and relevant expertise is not available locally. Thirty (30) of the countries that currently receive Australian aid are considered to be fragile. This financial year (2009-10), these countries are expected to receive over 57 per cent of our regional and bilateral aid program. However advisers are only one part of a broader mix of the responses available to strengthen partner country capacity.

Decisions about what the Australian aid program supports are made jointly with partner governments. This Review, to be conducted jointly with partner governments, will confirm that each adviser is the most effective, value-for-money response to meeting agreed needs and priorities.

Objectives and scope

The review will examine the role that advisers play within each country program, and will focus on the contribution that those positions² make in meeting program objectives and outcomes. On the basis of this examination, the continued funding of adviser positions will be jointly considered with partner governments.

Informed decisions around the opportunity cost of, and therefore the priority attached to each position, will take into account a range of considerations including:

- value for money
- a clear articulation of the intended outcomes of the position (results)
- whether there are alternative or more cost-effective ways of achieving these intended outcomes, and
- an assessment of the relative importance of the position to the broader country program and bilateral relationship.

² The review will be of the *position*, not the individual in the position – it will be important to be able to separate the position from the individual and to ensure that privacy considerations are taken into account.

The review will also result in an agreed process for regularly reviewing the use of advisers and new requests for adviser positions.

The review will provide a baseline for the aid program on adviser usage and provide information along the following lines: in which countries is the use of advisers predominant? Which sectors rely heavily on advisers? What types of advisers is Australia using – independent consultants, whole-of-government deployees? What role are advisers playing – in-line, advisory? What types of organisations are advisers assisting – government, non-government, civil society, private sector? The review will also contribute to more substantive changes to the way aid is delivered, increasing effectiveness and reducing reliance on long-term advisers.

Methodology and Timing

The review will be led by the senior AusAID officer in (each) country and involve representatives of partner government central and line agencies. Where possible existing program processes will provide a framework for the review (e.g. the Pacific Partnerships for Development in Pacific countries).

The review will cover all adviser positions³ which will be in place during the 2010/11 financial year (and beyond, if known).

PNG, the Solomon Islands, Vanuatu and East Timor have the highest proportion of advisers in their development assistance programs – they will be reviewed first.

The review will be completed by the end of the calendar year (2010). The initial four priority countries will be reviewed over the next 3 – 4 months.

Outputs / Actions

1. A report for each country, identifying key outcomes of the review discussions and agreed next steps. This will cover:
 - Decisions regarding the continuance or phasing out of positions
 - Implications for the redesign of any programs in which advisory positions have been agreed to be of a lower priority
 - An initial consideration of the contractual implications of these decisions⁴
 - Any suggested – or agreed – alternatives to advisory positions where these positions have been agreed to be of lower priority/cost-effectiveness
 - Agreed timeframes for the above actions
 - An agreed process for assessing future requests for advisers, including a nominated counterpart coordinating agency (to act as primary point of contact/dialogue in this regard).
2. A consolidated review report which:
 - Outlines the key findings of the review exercise, at a whole-of-aid-program level

³ A definition of “adviser” is provided at Annex A

⁴ A final position on the contractual and/or legal implications of these decisions will require detailed examination of contracts by specialist procurement/legal officers.

- Provides a set of recommendations for ensuring that, when requested and utilised, advisers are the most effective, value-for-money response to meeting agreed needs and priorities.

Attachment B: Summary of Adviser Positions in Pakistan Program

#	PARTNER	POSITION DETAILS					RELEVANCE		
	GOVERNMENT								
	Relevant counterpart agency or organisation	Sector	Program	Position title	Position description and key objectives	ToR available	Function	How the position aligns with current priorities of the partner government/country strategy	Origin of the position
1	N/A - internal AusAID advice	Rural Development	Pakistan	Agriculture and Rural Development Strategy Adviser	To provide technical advice to AusAID on the Pakistan Rural Development Strategy and development of programs under the agriculture and rural development portfolio	Yes	Internal AusAID advice	Agriculture and Rural Development is a key pillar under the Pakistan Program	Position created in 2010 to develop rural development strategic framework and development of programs under the agriculture and rural development portfolio.
2	N/A - internal AusAID advice	Health	Pakistan	Senior Health Adviser	Ongoing technical advice and guidance to the Islamabad Post in the design and delivery of programs in the Health Sector in Pakistan. The adviser also plays a key role in donor liaison and engaging with partner government	Yes	Internal AusAID advice	Health is a key pillar under the Pakistan Program	Position created in 2009 following discussions with DFID and development of Health Engagement Strategy.

					counterparts in the health sector in Pakistan				
3	N/A - internal AusAID advice	Education	Pakistan	Senior Education Adviser	Ongoing technical advice and guidance to the Islamabad Post for the design and delivery of programs in the Education Sector in Pakistan. The adviser also provides a mentoring role for local staff and facilitates the effective engagement between AusAID and counterpart government institutions/agencies.	Yes	Internal AusAID advice	Education is a key pillar under the Pakistan Program	Position created in 2009 to provide greater depth of engagement with Government of Pakistan and other donors on education issues in Pakistan

Annex 1 (to Attachment B): Definition of ‘advisers’ for the purposes of this review

The following definition should be used to identify advisory positions to be considered by the review.

Adviser: An adviser provides advice – to one or more interlocutors – on the strategic direction and/or implementation of Australian aid. This includes personnel that perform one or more the following functions:			
(1) <u>Based in-country</u> , provide technical expertise and advice to counterpart governments and/or other in-country development partners such as NGOs, churches	(2) <u>Based in-country</u> , provide technical expertise and advice to AusAID	(3) <u>Based in-country</u> , is engaged to provide leadership and oversight and/or technical inputs for the delivery of an AusAID activity	(4) <u>Based in Australia, a partner country or a third country</u> , provide short term technical inputs to counterpart governments, other development partners or AusAID
Methods of engagement: - Directly by AusAID - Through a managing contractor - Whole of Government (WofG) deployee - Contracted by WofG agency using ODA funds	Methods of engagement: - Directly by AusAID on a commercial contract or a non-ongoing employment contract - Through a managing contractor	Methods of engagement: - Through a managing contractor - Directly by AusAID	Methods of engagement: - Period offer/panels - Through a managing contractor - Directly by AusAID
Eg: Technical project/program staff based in a counterpart office	Eg: Thematic adviser based in a Post	Eg: Team Leaders	Eg: Members of design or evaluation teams; short term project personnel.
Advisers are not: permanent/ongoing employees of AusAID; volunteers; administrative and logistical staff engaged under an AusAID program; or company representatives/head office staff of managing contractors or other implementing agencies.			

Attachment C: Scope of Services – Senior Health Adviser

The Health Adviser's position will be located at the AusAID Office in Islamabad. The Adviser will work as part of a small team to provide effective high quality health policy and technical advice to the health sector components of the Pakistan program.

The adviser will be expected to:

- Provide high level strategic and technical advice to AusAID, partner development agencies and Federal and Provincial governments on health sector policy and programs in Pakistan.
- Develop and maintain an in-depth understanding of the health system of Pakistan and advise on ways to increase the effectiveness of the health system and AusAID's health program
- Analyse key strategic issues relevant to the health sector, including global and regional health and development issues as they relate to Pakistan. Provide sound input to AusAID, the partner government and other development partners on these issues.
- Enhance aid effectiveness by supporting effective engagement with partner government agencies and other development partners, including key bilateral and multilateral institutions. This will include representing AusAID at the relevant fora and supporting donor coordination efforts in the health sector. It will also involve working towards an agreed 'division of labour' between DFID and AusAID in donor coordination efforts and in managing inputs to the national MNCH program and potential future programs
- Contribute to the development and oversight of AusAID funded health initiatives in Pakistan including their program design, management, activity implementation and review processes, as well as corporate briefing and quality reporting responsibilities. This will include participating in the oversight and governance mechanisms for the AusAID-funded components of the national MNCH program.
- Build the knowledge and capacity of AusAID staff engaged in the health sector, including through mentoring, structured training and the development of a knowledge management strategy.
- Maintain strong links with the AusAID Health and HIV Thematic Group and build an in-depth understanding of AusAID health policy goals, and aid effectiveness and performance policies and mechanisms as appropriate to Pakistan's context. Develop links with AusAID Health Advisers in the region, where appropriate.
- Understand gender analysis and its application in integrating gender considerations into health programs, particularly in the context of South Asia.

Attachment D: Scope of Services – Senior Education Adviser

The Senior Education Adviser's position will be located at the AusAID Office in the Australian High Commission, Islamabad, and will report directly to the Head of Aid in Islamabad, with frequent liaison with the Pakistan Desk and Education Thematic Group in Canberra.

The Adviser will work as part of a small team to provide effective high quality education policy and technical advice to the education sector components of the Pakistan program.

The successful applicant will be expected to carry out the following:

- Provide high level strategic and technical advice to AusAID, partner development agencies and Federal and Provincial governments on education sector policy and programs in Pakistan.
- Develop and maintain an in-depth understanding of the education system of Pakistan and advise on ways to increase the effectiveness of the system and AusAID's education program.
- Analyse key strategic issues relevant to the education sector, including global and regional education and development issues and trends as they relate to Pakistan. Provide sound technical input to AusAID, the partner government and other development partners on these issues. If required and within reasonable limits, provide technical advice to other AusAID regional programs in the education sector.
- Enhance aid effectiveness by supporting effective engagement with partner government agencies and other development partners, including key bilateral and multilateral institutions and civil society and private sector education providers as appropriate. This will include representing AusAID at the relevant fora and supporting donor coordination efforts in the education sector.
- Play a leadership role in the development and oversight of AusAID funded education initiatives in Pakistan including their program design, review processes and corporate briefing. This will include participating in the oversight and key management decisions for the AusAID-funded education programs in Pakistan.
- Build the knowledge and capacity of AusAID staff engaged in the education sector, including through mentoring, technical supervision and sharing experiences and knowledge.
- Maintain strong links with the AusAID Education Thematic Group and the Principal Education Adviser based in Canberra, including playing an active role in the Education Thematic Group, building an in-depth understanding of AusAID education policy goals, aid effectiveness and performance policies and mechanisms as appropriate to Pakistan's context. Develop links with AusAID Education Advisers in the region, as appropriate.
- Ensure gender considerations are fully integrated into education programs.

Attachment E: Scope of Services – Agriculture and Rural Development Adviser (Agriculture Adviser)

The Agriculture Adviser shall:

- undertake the role of team leader in the second phase rural development scoping study mission;
- guide the production of a rural development strategic framework that defines areas for support and identifies likeminded donors that AusAID can partner with in the sector;
- provide ongoing advisory support to AusAID on the policy and program development challenges associated with developing initiatives in the rural development sector;
- review and assess key reports, program proposals, designs and position papers in the sector and contribute to the development of AusAID documents relating to these issues, as required;
- participate in peer review processes, discussions, workshops, seminars and other meetings as required. This may require domestic travel to participate in these meetings; and
- provide analysis and advice on other aspects of the implementation of rural development initiatives in Pakistan, as mutually agreed.