

HTSPE Limited



HTSPE Limited is a leading international consultancy company specialising in development and large programme management with the Head Office based in the UK. We are a dynamic and ethically driven company, wholly owned by a dedicated management team. We are one of the largest independent UK companies operating in development consultancy and are in the top five service providers (in terms of contract value) to DFID. We take great pride in our reputation for consistently delivering

quality services to the highest satisfaction of our clients, consultants and our own professional standards.

HTSPE is driven by a professional attitude and a strong personal desire to develop sustainable locally-driven solutions to the most pressing global issues articulated in the Millennium Development Goals:

- Chronic poverty, hunger and vulnerability that affects 980 million of the world's population (MDG Goal 1);
- Environmental degradation accelerated by climate change (MDG Goal 7);
- Fairer international terms of trade that promote greater equality and global prosperity (MDG Goal 8); and
- Greater efficiency, accountability and transparency in public services wherever they are delivered in the world (MDG Goal 8).

For more information visit <http://www.un.org/millenniumgoals/>

Our ethos is team work and we actively encourage partnership approaches both within the company and in our dealings as a company with national clients, international donors, consultants and national stakeholders. A management buy out in November 2007 began the first stage of an employee owned company where the ideas and hard work of our staff directly builds our capability and success. The success of our partnership approach has been recognised externally by the British Expertise International Awards where we were nominated for Major Consultancy Firm of the Year in 2007 for our work with the Government of Nigeria, and the Management Consultancy Awards where we were bronze winners of Best Management Practice for our work in Guyana with the national Lands and Surveys Commission.

Pakistan Office

The HTSPE Pakistan Office, based in Islamabad, opened in 2005 as a result of an increasing work load in Pakistan as well as a willingness to combat poverty and support sustainable development in the area.

Branch Office activities are fully supported by the Asia Team from HTSPE UK who liaise daily with the Branch Office and visit Pakistan regularly. The HR manager also makes regular visits and plays an integral role in our claim to deliver high quality services - overseeing all quality functions in the company and diligently upholding our accreditation to the ISO 9001:2008 standard.



Areas of Expertise

Meeting international development goals requires a multi-disciplinary and cross-cutting approach that recognises the linkages between them. HTSPE has a depth of experience and understanding of these challenges which provides a strong foundation for effective and efficient programme management. Our experience is illustrated through the nine areas of expertise outlined below.

Governance and Democracy

Facilitating a strong relationship between the state and its people to achieve accountability, transparency and fair treatment of all stakeholders.

Institutional Reform and Organisational Change

Working with clients to build and implement an agreed programme for reform.

Social Protection, Livelihoods and Poverty Reduction

Supporting the poorest and the most vulnerable in society.

Environment, Natural Resources and Climate Change

Working to identify effective natural resource management strategies and low carbon development pathways to achieve the overarching goal of sustainable development.

Food Security

Helping households, governments and donors to eradicate hunger.

Economic Development and Trade

Assisting governments, communities and private sector organisations to create the right environment for sustained and inclusive growth.

Land Sector

Delivering successful land sector reform programmes based on an interdisciplinary approach that combines community participation with institutional capacity building.

Security and Counter-Proliferation

Tackling insecurity in fragile and post-conflict states by developing good governance, social justice and pathways to legitimate income generation activities.

Education

Achieving inclusive and lifelong education that supports the long-term economic development of a nation.

Current Projects

The Pakistan office has successfully completed 14 projects in Pakistan, since the opening of the office, and currently has 10 other ongoing projects. The office has established good relations and has a good reputation amongst large donors.

Project Name – Pakistan	Location	Donor	Began in	Due to be completed in
Poverty Score Card Survey	Haroonabad, Minchinabad, Bahawalnagar, Punjab	Pakistan Poverty Alleviation Fund	May 2010	July 2010
Third Party Evaluation of TEVTA	Punjab	Gov of Punjab	May 2010	September 2010
Awareness and Dissemination for Internal Stakeholders	Punjab	World Bank	April 2010	November 2013
Defence Cooperation Scholarship Program (DCSP)	Australia	ADO	November 2009	November 2011
Support for Earthquake Monitoring and Evaluation	Earthquake Affected Areas of Pakistan	DFID	July 2007	December 2010
Building Capacity for Performance Monitoring & Impact Assessment of RSPN	Islamabad	RSPN	July 2009	December 2010
Market Infrastructure Project	Lahore	ADB	February 2010	November 2010
Best Practice Planning, Reporting and Evaluation Documents for the FATA Secretariat	Peshawar	USAID	February 2010	April 2010
Three Monthly Review of ‘Humanitarian Assistance for Pakistan 2008 and 2009 Programme’	NWFP	DFID	February 2010	March 2010
Impact Evaluation of Punjab Education Foundation’s Assisted Schools (FAS) Program	Punjab	World Bank	September 2008	May 2010

Poverty Score Card Survey

The Pakistan Poverty Alleviation Fund (PPAF) has been mandated by the Government of Pakistan to implement a project titled “Participatory Development through Social Mobilization” referred to as “Social Mobilization Project” in twenty-five poorest districts of the country. The project is funded by the World Bank.

One of the pre-conditions for implementation of the project is identification of the appropriate target group through National Poverty Scorecard (NPSC). The NPSC is to be filled in for each and every household barring visibly non-poor areas. It is understood that no one entity can undertake assignment for a single district, therefore PPAF seeks services of multiple service providers (consultants) to work with PPAF POs to collect data through house-to-house survey, barring visibly non-poor areas. The consultant(s) will be assigned *Tehsils* to carry out the task. HTSPE allotted Tehsils

are Harronabad and Minchanabad in District Bahawalnagar. Estimated house to be covered by HTSPE are 150,000

Third Party Evaluation of TEVTA

The Board of Directors, (TEVTA) intends to have an independent evaluation of the performance of TEVTA in terms of its objectives, internal governance, financial management and programme delivery. Moreover, an analysis of the present and prospective problems faced or caused by the TEVTA approach and recommendations on the future priorities, strategies and programme for TEVTA.

HTSPE main task is check the quality and relevance of the 370 institutions working under the TEVTA. We will conduct SWOT analysis and will provide recommendations for improvement.

Awareness and Dissemination for Internal Stakeholders

The Board of Revenue Punjab is working on a project to transform the entire land management record in Punjab into a robust and reliable computerised system. This will have a major effect on the services of Patwari, Kanungo, Naib Tehsildar and Tehsildar. It is predicted that this new system will be met with resistance from human resources who may feel threatened by the new system. HTSPE will provide services to conduct awareness and dissemination campaigns for the internal stakeholders of the Punjab.



Defence Cooperation Scholarship Program (DSCP)

On 10 Aug 09 Austraining International signed a 3 year contract with the Department of Defence for provision of professional services for the coordination of the Defence Cooperation Scholarship Program (DCSP). The DCSP is a long-standing program that provides opportunities for military officers and defence civilians from regional defence forces to undertake post-graduate study in Australia for periods not exceeding 12 months.

HTPSE is responsible for the following tasks including Translation of academic records, IELTS testing and training, Pre-Departure Briefing, Liaison with Defence Attache (DA) and Academic Advice.

Support for Earthquake Monitoring and Evaluation

ERRA was established on 24th October 2005 by the Government of Pakistan with a mandate to work on a comprehensive response to devastation caused by the earthquake. An Earthquake Monitoring and Evaluation Framework (EMEF) has been developed by ERRA with the assistance of DFID and provides a joint approach to monitoring and evaluation of the construction programme. HTSPE got the contract with DFID for strengthening and providing the capacity building to the Earthquake Reconstruction and Rehabilitation Authority (ERRA), Pakistan.



Building Capacity for Performance Monitoring and Impact Assessment of the Rural Support Programme Network

The purpose of this activity is to build the RSPs capacities to effectively measure and track their performance and achievements of results, which will serve to inform their managements and RSPN to do improved programme design and implementation. The main focus of this activity will be on indicators of performance and immediate impact.



Market Infrastructure Project

HTSPE Pakistan will deliver the technical assistance (TA) necessary for the Government of Punjab to design an investment project that addresses the limitations of the existing agricultural commodity marketing infrastructure and systems which constrain agribusiness growth in Punjab.

The project is intended to provide investments to upgrade and expand the agriculture marketing network and contribute to developing an environment that will enable the Government of Punjab to leverage additional investment from the private sector through public-private partnerships (PPPs).

Best Practice Planning, Reporting and Evaluation Documents for the FATA Secretariat

The Pakistan FATA Capacity Building Project (CBP) is a USAID funded project working since 2008 for the capacity development of government institutions and civil society organizations operating in/for Federally Administered Tribal Areas of Pakistan.

The Pakistan FATA CBP sub-contracted HTSPE to provide the services of PC Proforma Experts in the Infrastructure, Production and Social Sectors to develop “best practices” examples of the above-mentioned planning, reporting and evaluation documents. These best practice examples will be included in the database and created by using real and/or dummy data/information for the PC-I, PC-III, PC-IV and PC-V proformas in the 14 thematic areas.

Three Monthly Review of ‘Humanitarian Assistance for Pakistan 2008 and 2009 Programme’

Since September 2008 DFID has committed £34m from this strategic programme toward the current IDP crisis. The purpose of this assignment is to complete a three-monthly review of DFID’s Pakistan’s *Humanitarian Assistance for Pakistan 2008 and 2009 programme*. The aim of the Review will be to increase the understanding of DFID and its implementing partners both about the current conflict situation in parts of NWFP, how this conflict is affecting people’s lives and livelihoods, and the impact of DFID-funded assistance on beneficiaries and the wider community.



Impact Evaluation of Punjab Educations Foundation’s assisted Schools Program

The Punjab Education Foundation (PEF) was established in 1991 under Punjab Education Foundation Act as an autonomous organisation. It remains the main institutional mechanism for the public-private partnership in education in Punjab. Its primary objectives were to enable the poor to access private education and to increase the quality of low-cost private educational sector in the province. Foundation Assisted Schools (FAS) program is a public-private partnership (PPP) intervention initiated by the Punjab Education



Foundation (PEF) in 2005. The World Bank has been requested by PEF and the Punjab government to conduct a rigorous evaluation of the FAS program. HTSPE have been assigned to carry out the evaluations.

Our Archive

Project Name - Pakistan	Location	Donor	Started in	Completed in
Log Frame Analysis and Strategy Development of RSP and RSPN	Islamabad	RSPN	2009	2009
Pakistan Civil Society Programme – Design	Nationwide	DFID	2009	2009
Impact Evaluation of Pakistan Rural Support Programme Network (RSPN)	Nationwide	DFID	2008	2009
Environmental Assessments And Soil Investigations	AJK	CIDA	2008	2008
Visibility – Study on the Image of and the Level of Awareness, Perception, Knowledge and Attitude towards EC Activities in Pakistan	Nationwide	EC	2008	2008
Staff Development Training (Foreign)	UK & Philippines	ADB	2008	2008
Punjab Poor Districts Development Programme (PPDDP) –Design	Punjab	DFID	2007	2008
Capacity Building/Awareness Raising Seminars in Balochistan	Balochistan	UNDP	2007	2007
Feasibility Study for the Financial and Business Support Services Network	Nationwide	EU	2007	2007
Review of the Devolved Local Government System in Mardan and Nowshera Districts of NWFP	Peshawar, Mardan & Nowshera	UNDP	2007	2007
Capacity Building for Rural Development of the Federally Administered Tribal Areas (FATA)	Peshawar and FATA	ADB	2004	2006
Capacity Building of Business Development Services/ Business Support Services Providers to Small and Medium Enterprises in Pakistan	Islamabad, Lahore & Peshawar	EC	2005	2006
Karachi Shipyard and Engineering Works	Sindh	Govt of Pakistan	2005	2005
Institutional Analysis of Agricultural Department-Faisalabad Devolution Project	Faisalabad	DFID	2005	2005

Log Frame Analysis and Strategy Development of RSP and

The objective of this technical assistance was to support RSPN when reconsidering their medium term strategy and re-establish an effective research strategy for the following two years; to assist RSPN in preparation of a revised logical framework paying special attention to identification of clear & measurable indicators.

Pakistan Civil Society Programme – Design

The objective was to support DFID's design of an effective large scale programme of support for vulnerable and socially excluded citizens of Pakistan to claim and exercise their rights through a more capable civil society movement. A HTSPE team of consultants undertook a series of meetings and consultations with relevant stakeholders; they analysed and evaluated written material, including data on civil society at national and provincial levels in Pakistan; and a background analysis of the main social, political, economic, institutional and other considerations relevant to the proposed programme; they consulted closely and regularly with DFID Pakistan staff on emerging findings in the context of developing the programme Concept Note into a more detailed programme design; and prepared a programme Design Report.



Impact Evaluation of Pakistan Rural Support Programme Network (RSPN)



The Rural Support Programmes Network (RSPN), established in 1984, is a Network comprised of 9 Rural Support Programmes (RSP) and rural development professionals in Pakistan. HTSPE completed an impact evaluation of work and effectiveness of the Rural Support Programmes Network; Prepared a synthesis study of evaluations of Rural Support Programmes in Pakistan; Assessed the role and capacity of the RSPN to implement and commission in-depth evaluation studies of partner RSPs and specific studies. HTSPE made recommendations to strengthen the ability of the RSPN to evaluate impacts in the future.

Environmental Assessments and Soil Investigations AJK



HTSPE team of consultants visited 42 proposed school & colleges sites and conduct an Environmental Screening investigation and a Geotechnical investigation (soil investigation) for each site. Global Positioning System (GPS) coordinates (east and north) according to a UTM – 43N Grid will also have to be taken and recorded for each site. *A - ENVIRONMENTAL ASSESSMENTS:* For each school reconstruction site, Measure and record the GPS coordinates and investigate natural conditions at the site of proposed construction highlighting sensitive environmental items and issues likely to be affected by construction of the project. *B – SOIL INVESTIGATION:* For each school reconstruction site, investigations of subsurface soil conditions at the site of proposed construction will be performed to determine the engineering characteristics of the subservice soils, and the extent of any peculiarities of the proposed site, which might affect building behaviour.

Visibility – Study on the Image of and the Level of Awareness, Perception, Knowledge and Attitude towards EC Activities in Pakistan Nationwide

There is a need to conduct a more comprehensive study on the image of and the level of awareness, perception, knowledge, and attitude towards EC activities in Pakistan, including in particular development and economic co-operation programmes of the various stakeholders of the Delegation of the European Commission to Pakistan. The study involved a representative sampling from all major stakeholders of the Delegation such as media, business, project partners, government organisations, non-government organisations and civil society groups. Based on these findings, a visibility strategy was developed to ensure that maximum communication objectives of Delegation of the European Commission to Pakistan are reached. Training sessions on visibility/communication issues to the EC-Delegation were organised.

Staff Development Training (Foreign) UK & Philippines

The Government of NWFP has launched "Technical Education and Vocational Training System Project" under the assistance of the Asian Development Bank w.e.f. November 01, 2005. The project aimed to strengthen the effectiveness and competitiveness of Technical Education and Vocational Training System through policy reforms to improve quality, relevance and efficiency of TEVT institutions in NWFP. The specific objective of this assignment was to arrange the foreign training/study tours programmes for the NWFP TEVT Department to enhance their capacity and to learn the modern technical education experiences.



Punjab Poor Districts Development Programme (PPDDP) –Design

HTSPE Limited provided technical assistance with a multidisciplinary team of experts to deliver a range of outputs to DFID for the design of a large Punjab Poor Districts Development Programme (PPDDP) on behalf of the Government of Punjab. The goal of the programme was to reduce rural poverty in Punjab. The purpose was to increase livelihood opportunities for the rural poor in Punjab. In addition to the Planning and Development Board (P&D), the other key stakeholders were Provincial departments of Finance, Livestock and Dairy, Agriculture, Local Government and Rural Development, and institutions such as Technical Education & Vocational Training Authority, Pakistan Dairy Development, Microfinance Institutions, NGOs including the Rural Support Programme(s) & other relevant private sector organisations.



Capacity Building/Awareness Raising Seminars in Balochistan



One of the core objectives of the Project was to build capacity of various public and private institutions and organizations regarding World Trade Organization (WTO) and provide feedback to the Government of Pakistan in policy formulation in this connection. For this purpose Trade Initiatives from a Human Development Perspective (TIHP) hired the services of HTSPE Limited to organize and conduct a series of capacity building seminars/awareness creating seminars/workshops regarding Trade & Human Development, covering all stakeholders such as NGO/CBOs, Academia, Government Officials & Local Press Representatives/Media Persons working in Balochistan Province.

Feasibility Study for the Financial and Business Support Services Network Nationwide



This programme aimed to help the stakeholders to better leverage the offerings of complementary organisations within the larger community that share the interest to develop SMEs more effectively. Various SME support institutions may also better understand ways in which they may better harmonize and align their practices for greater impact to SMEs, thus leading to a greater impact of the development assistance disbursed. This further implies that previous investments in SMEs will not be under-recognized and subsequent social investor assistance can be 'set up' for SMEs.

Review of the Devolved Local Government System in Mardan and Nowshera Districts of NWFP



The Government of NWFP is executing NWFP – Essential Institutional Reforms Operationalisation Programme (EIROP) in collaboration with United Nations Development Programme (UNDP) and Swiss Agency for Development and Cooperation (SDC). The Planning & Development Department, Government of NWFP has been made responsible for executing the project, through a fully staffed Governance Unit. The overall objective of NWFP–EIROP was to enhance the well being of the people of NWFP by making the public sector more effective, efficient

and responsive through decentralization, informed decision making and capacity building, working towards a system that is participatory, gender sensitive, transparent and accountable to beneficiaries. The Project essentially comprised of following three major components:

1. The capacity of local governance institutions to implement the devolution framework, as provided-for by LGO 2001, is enhanced and the necessary systems and procedures are in place and operational;
2. Transparency and accountability of local governance institutions is enhanced, and local services are more accessible and responsive to all, and to the women and poor in particular; and
3. Access to public services, and in particular to justice, is ensured for everyone at the grassroots; notably for women and the poor.

Capacity Building for Rural Development of the Federally Administered Tribal Areas (FATA) Peshawar and FATA

HTSPE Ltd provided Technical Assistance to improve service delivery of the Governor’s Secretariat (FATA), Political Agents, Assistant Political Agents, Agency Planning Cells, Agency Finance Cells and all the line departments. The TA strengthened the planning, management, monitoring and evaluation capacity of key FATA development institutions, and FATA community based organisations (CBOs) to more effectively plan and implement development activities including the FATA Rural Development Project (proposed for ADB financing). The TA was based in the Governor’s Secretariat (FATA). The outputs of the project include:



- Development of a more effective approach to planning and management that is appropriate to the institutional and resource capacity of the Secretariat and agency-based staff; •Strengthened co-ordination strategies and arrangements to optimize the effectiveness of development activities in the region;
- Strengthened financial management systems and procedures covering planning, budgeting, and cash flow management and systems and procedures to monitor financial and implementation performance.
- Familiarization with ADB procurement policies and procedures Capacity building efforts were also undertaken to enhance the competence of select CBOS working in the three target FATA agencies – efforts were focused on strengthening managerial and facilitation capacities of the CBOs

Capacity Building of Business Development Services/ Business Support Services Providers to Small and Medium Enterprises in Pakistan

The overall objectives of this intervention are: - to enable availability of affordable, accessible and sustainable BDS/BSS for the Small & Medium Enterprises in Pakistan -to encourage the growth of BDS/BSS providers in Pakistan - to impart international expertise to the service providers in Pakistan -

to build capacity of two existing BDS/BSS providers in Pakistan to enhance the outreach, effectiveness, efficiency and sustainability of the identified BDS/BSS providers -to mobilise other BDS/BSS providers in Pakistan by bringing them together on one platform through consultative workshops.



Karachi Shipyard and Engineering Works



The scope of work has been divided into two stages. In Stage I, the Financial Advisor (FA) will conduct the required due diligence (legal, financial, technical etc) , property survey, assessment of KSEW's products and market(s), competition etc. and a valuation exercise to determine the Fair Market Value (FMV) based on the market potential of KSEW. The FA will also critically examine the various options before recommending the most viable privatization option. In stage II, the FA will lead the privatization process of KSEW and closure of the

transaction, including but not limited to inviting expression of Interest, developing the Request for Statement of Qualification, determining the pre-qualified bidders on the basis of the SOQs and the pre-qualification criteria, and preparing and finalizing all legal documentation in relation to the privatization of KSEW.

Institutional Analysis of Agricultural Department-Faisalabad Devolution Project



In response to "Strengthening Decentralised Local Government Project in Faisalabad", this project commenced in May 2004 and was quite extensive in its mandate. One of the features was to explore ways of strengthening planning processes to ensure policies were focused on the underlying causes of poverty, and based on accurate evidence grounded in the lives and views of the poor.

Our team

The Pakistan Office has 13 permanent staff members operating from our Islamabad Office. The team is fully supported by the Asia Team at our UK headquarters.