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CAPACITY BUILDING FOR THE FATA DEVELOPMENT PROGRAM

SIXTH QUARTERLY REPORT: APRIL – JUNE 2009

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EXECUTIVE SUMMARY

The FATA Capacity Building Project seeks to facilitate institutionalization of the Federally Administered Tribal Areas (FATA) governing institutions by developing strategic approaches to utilize the anticipated significant increases in Government of Pakistan (GOP) and donor resources expected as a result of the FATA Secretariat Development Program (FSDP), supporting the building of civilian/paramilitary cooperation in FATA development, building capacity of FATA institutions to plan, implement and manage funds and to communicate effectively with constituents and communities to ensure that the development initiatives are aligned with local needs and expectations, and strengthening the capacity of the indigenous Civil Society Organizations (CSO) to deliver resources in support of strategic plans.

This Sixth Quarterly Progress Report captures the initiatives of FATA CBP over the period of April - June, 2009. Despite serious security risks during the period, the Project made concerted efforts to realize its deliverables and commitments. Key highlights are listed below.

COMPONENT A: OPERATIONALIZE FATA SUSTAINABLE DEVELOPMENT PLANS

- During the quarter, a strategy for Investment Promotion was developed and shared with key public and private sector stakeholders. In addition, a workshop was also conducted to secure buy-in on the strategy from the key stakeholders.
- CBP facilitated an Investment Promotion Framework Workshop in June 2009 in CBP's Islamabad office. The workshop was aimed at building consensus on critical aspects of the proposed Investment Promotion Frameworks and to finalize composition of Investment Promotion Board (IPB) as well as the Investment Promotion Working Group (IPWG).
- Funding was secured through PC-1 from Government of NWFP for the establishment of Project Management Office (PMO) at Sarhad Development Agency (SDA). CBP assisted SDA in drafting Terms of Reference (TORs) for key roles at the PMO within SDA. It is expected that the PMO will be made functional in the next quarter.

COMPONENT B: MONITORING AND REPORTING

- ◆ A GIS Activity Tracking Workshop was organized by CBP on May 19, 2009 to introduce USAID and its implementing partners to the GIS system that has been developed to report on their activities. Detailed presentations were held in order address the queries of all partner projects. By August, 2009, the online GIS system will be launched in the US Consulate Office in Peshawar.
- ◆ CBP assisted USAID in developing its results framework along with the Performance Management Plan (PMP). FATA CBP developed its own PMP framework including a Results Framework, Performance Data Table (PDT), Performance Indicator Reference Sheets (PIRS) and a PMP Task Schedule. In June, 2009, USAID approved CBP's Performance Management Plan.
- ◆ In line with CBP's Task Order, the project team developed a Monitoring and Verification (M&V) framework for activities of USAID FATA implementing partners. This primarily included CBP M&E methodology, formats and schedules for carrying out evidence based field monitoring. Based on this framework, CBP conducted 130 M&V visits during the quarter. .
- ◆ CBP submitted the final evaluation report, prepared by Social Impact, on the USAID-supported "FATA Schools Rehabilitation and Construction Project" to USAID.
- ◆ During the reporting period, CBP hosted a GAO visit to its office. The four-member GAO team was given in-depth presentations on GIS and Monitoring and Verification. This was followed by useful discussions on the CBP's impact and measurement, and an on-site visit to CSO training.

COMPONENT C: IMPROVE CAPACITY OF FATA PUBLIC SECTOR INSTITUTIONS

- During the reporting period, CBP facilitated ten training courses, benefitting 164 staff, including 137 from the FATA Secretariat (FS) and the rest from FATA Development Authority (FDA). Pre- and post-training evaluation was carried out to ascertain acquired level of knowledge in this training. The average difference of pre and post test scores was 31% and 77% respectively.
- A MOU regarding the FATA Secretariat IT Strategy was signed between FS and FATA-CBP.
- During the quarter, network cabling was initiated in the main building of FS and almost 80% of the networking was completed. CBP completed survey of FDA's new building for additional networking. CBP also conducted a costing analysis of additional networking for FDA.
- CBP provided 122 IT equipment items to FS and FDA. This included 50 laptops to FS for the implementation of the FATA Secretariat IT Strategy. The rest of the equipment, including 30 monitors, 33 UPS, four printers, four switches and one rack was handed over to the FDA.
- In response to the issues of Internally Displaced Persons (IDPs) emerging out of the major operations being carried out in Swat and contiguous areas, CBP provided technical and logistical support to the Crisis Cell established in the NWFP Chief Secretary' Office. This support entails technical assistance and backstopping in terms of proposals for tackling this issues; provision of IT equipment; broadcast of Radio "Amn" (Radio Peace) from FM Buraq; and secondment of the FATA Media Cell staff to assist the Emergency Response Unit (ERU) in handling media affairs related to the IDPs.
- For automation of PC-1s, CBP completed one module, and further work on the database development is in progress. Collection of PC-1s from the FS continued during the reporting period for three sectors, including the Education and Forestry sectors and Bajaur Agency, reflected in FATA Annual Development Program (ADP) 2008-09. In total, 286 PC-1s were collected against a target of 371.

COMPONENT D: IMPROVE CAPACITY OF CIVIL SOCIETY ORGANIZATIONS

- CBP helped in the identification and support of seven new indigenous Civil Society Organizations (CSOs) of FATA. Twenty-five seed grants were approved from the COTR's office. These proposals pertained to institutional support, placement of interns with renowned NGOs of Pakistan, capacity building, and development of strategic plans of FATA based CSOs.
- In order to build organizational capabilities of indigenous CSOs from FATA, CBP facilitated three trainings that benefitted 70 staff members of various CSOs.
- FATA-CBP placed 55 CSO interns from 12 indigenous CSOs of FATA with the Institute of Rural Management (IRM), Islamabad and Sungi Development Foundation, Abbottabad. An introductory meeting of the FATA based CSOs and the development partners in FATA was held. Various development partners including USAID, UNICEF, GTZ, DFID and Italian Cooperation for Development had an opportunity to network and establish contacts with over 20 indigenous CSOs of FATA for future collaboration and partnerships.

COMPONENT E: IMPROVE COORDINATION AND INTEGRATION OF CIVILIAN AND MILITARY ACTIVITIES

- CBP facilitated recruitment for CMCC Bajaur and CMCC Mohmand. Approval from the COTR has been sought. Further discussions were held with the PAs for office establishment. It is expected both field units will be fully functional in the next quarter.

- A concept note for a Civil Military Advisory Group (CMAG) was developed by the Civ-Mil Affairs Specialist and the Advisor Civil-Military (External). This concept was shared with the President NDU, Lt Gen Hamid Khan who took keen interest in the concept and offered his full support.
- During the quarter, the project portfolio of FATA Secretariat was approved. The existing list of 34 projects in the FS Work Plan 2009 was revisited and re-appropriated. Three new proposals including two DWSS projects and one electrification project were developed and approved for implementation. Installation of main cable of electricity was completed while the work on two DWSS is in progress.
- During the quarter, three CMCC meetings were held; which were presided over by ACS FATA and attended by all stakeholders including representatives from FS, Army/FC, USG/donors and CBP. The meeting took stock of the security situation, its impact on IDPs and made recommendations for improving the existing system. The meeting also approved the expeditious launching of CMCCs in Bajaur and Mohmand Agencies. Ongoing Stabilization and Reconstruction (S&R) interventions in Bajaur were also discussed.
- A revision of the 2009 workplan was completed in April to harmonize it with the lessons learned during first quarter 2009. The revised workplan has concrete deliverables and will be rolled into 2010. The key thrust of this plan entails civ-mil coordination structure development; civ-mil operations training and doctrine development; civilian role in local security development; and information management development.

COMPONENT F: COMMUNICATIONS STRATEGY

- Media Cell arranged a Press Briefing for Governor NWFP on FATA situation in June, 2009. The Governor NWFP gave a briefing (prepared by Director Media Cell) to media about the security situation in FATA.
- During the reporting period, CBP facilitated production and broadcast of 78 programs of ‘Da Ulas Ghag’ (Voices of People) from radio Peshawar. Moreover, 78 studio based programs of ‘Kadam Pa Kadam’ (Step by Step) were produced and broadcasted from PBC Peshawar.
- Mr. Khalid Aziz, Director of Institutional Capacity Building visited the US, His visit focused on the communication component of CBP, and he screened and shared CBP’s documentary, ‘Cries of Anguish’ at different forums including Woodrow Wilson Center, State Department, Commerce Department, Asia Foundation, United States Institute of Peace and DAI coupled with a presentation and Questions and Answers sessions on the current situation in FATA.
- Two documentaries already produced by CBP “Cries of Anguish” and “The Road Home” were translated into Pashto.
- In response to the IDPs issue, CBP supported the Government of NWFP to establish an FM radio station in Mardan. FM broadcast license for the station was obtained from the Pakistan Electronic Media Regulatory Authority. The core message from Radio "Amn" is to express the narrative of Peace, Love & Brotherhood. Meanwhile, the Peace Radio program is being broadcasted from Radio Burraq, a new radio station, Amn, is being established in Mardan.
- CBP developed proposals to improve broadcast capacity of Pakistan Broadcasting Corporation (PBC) Peshawar and Dera Ismail Khan to cover FATA and Malakand.
- CBP held four media related training sessions for the FATA Secretariat Media Cell, CBP staff, radio programs, independent TV channel, and three major telecommunications operators.

COMPONENT G: IDENTIFICATION OF LONG-TERM NEEDS FOR FATA INSTITUTIONS

- A series of consultative meetings were held with key stakeholders in order to assess the internal security situation in FATA and NWFP. CBP brought forward “FATA Political and Administrative Reforms” by

putting recommendations in four major categories: security, justice and legal rights, empowerment and governance, and development.

- During the reporting period, Civil Military Institutional Reforms was also brought forward. CBP made concerted efforts to develop and endorse a concept paper for introducing a Civil Military Advisory Group (CMAG) charged with developing indigenous recommendations to synchronize governance, development and security activities so that the root causes of militancy are addressed.

SECURITY ARRANGEMENTS

- CBP security team continued to support the project in both Islamabad and Peshawar. The team regularly monitored the incidents that impact the CBP Project across Pakistan and worked through options to mitigate harm to staff as well as maintain project continuity.
- The communication package was selected, which includes a base station and Ultra High Frequency (UHF) equipment for Peshawar and Islamabad. Close Circuit Television (CCTV) cameras were made operational in CBP Islamabad and Peshawar compounds, CBP Khyber Office and Media Cell in Peshawar.

PROJECT MANAGEMENT

- During the reporting period, two international Long Term Technical Assistance (LTTAs) and 18 national LTTAs joined the CBP team. By the end of June, 2009, the total strength of CBP was 95. Thirteen international Short Term Technical Assistance (STTAs) and 10 national STTAs assisted the CBP team.
- Yassica Ferrer joined CBP as Operational Manager and started work with the support team including Information Technology, Human Resources, Grants/Procurement and Administration.
- USAID approved CBP's Annual Work Plan 2009; Annual Budget 2009 and Performance Management Plan. CBP generated progress reports and updates on a regular basis and shared them with the concerned quarters.

Results Achievement Matrix (RAM) for 2nd Quarter - April-June 2009

Act No.	Activity	Deliverable(s)	Unit	(April-June'09)		Year 2009		Remarks
				Targets	Ach	Targets	Ach	
Component A - Operationalise the FATA Sustainable Development Plans								
1	Facilitate ROZ Workshop and Consultative Group	Workshops Conducted	No. of Workshops	1	1	2	2	2 ROZ Workshops held and reports shared
		Investment Strategy Developed	No. of Strategy	NP	1	1	1	Investment Promotion (IP) Framework developed and shared
2	Deliver Short Term Technical Assistance (STTA)	ROZ Cell Established	No. of Cell	1	Ongoing	1	Ongoing	Funding secured through PC-1 from GoNWFP for the establishment of Project Management Office. It is expected that PMO will be made functional in the next quarter
3	Engage Investment Strategist for Support Investment Promotion	Investment Strategist Recruited	Staff Member	1	1	1	1	Investment strategist on board
Component B - Monitoring and Reporting								
1	Developed GIS system for USAID partners	FATA GIS system developed	No. of System	NP	Ongoing	1	Ongoing	“Online GIS Enabled Database Interface for FATA USAID Projects” completed. Further up-gradation including GIS cleansing is underway.
		GIS Orientation workshops conducted	No. of Workshops	1	1	4	1	A “GIS Activity Tracking Workshop” was organized by CBP on May 19’09 to introduce USAID and its implementing partners to the GIS system that has been developed to report on their activities.
2	Develop USAID’S Results Framework for FATA	Draft USAID's Results Framework created	No. of Framework	NP	1	1	1	USAID's Results Framework and PMP developed and shared with client. FATA-CBP PMP framework also developed
		Consultative workshop organized	No. of Workshop	NP	1	1	1	Partners were orientated about PMP and all partners were assisted in the formation of their own PMPs
		Carried out Monitoring and Verification visits on projects	No. of Projects	NB	130	NB	130	3 USAID partner projects including Livelihoods Development Program-Upper, Livelihoods Development Program-Lower, Improved Child Health Project
		Evaluation for USAID projects facilitated	No. of Evaluations	NB	1	2	2	Water and Environmental Sanitation (WES) Evaluation and FATA Schools Rehabilitation and Construction Project

Act No.	Activity	Deliverable(s)	Unit	(April-June'09)		Year 2009		Remarks
				Targets	Ach	Targets	Ach	
Component C - Improve the Capacity of FATA Public Sector Institutions								
1	Capacity Building Through Focused Training	Development planning capacity enhanced	No. of Training	9	4	14	9	Benefiting 158 and 7 staff members of FS and FDA respectively
		Financial management capacity enhanced	No. of Training	3	1	11	3	Benefiting 29 staff members of FS
		Project management capacity enhanced	No. of Training	6	4	14	9	Benefiting 164 staff members of FS
2	Develop Technical Assistance and Training for Core Areas of Assistance; Deliver Technical Assistance and On-The-Job Training	Memorandum of Understanding (MoU) signed	No. of MoU	1	1	2	2	"IT Strategy for FDA" and "FATA Secretariat IT Strategy" were signed between FDA, FS and Pakistan FATA-CBP
		Training on IT conducted	No. of Training	4	1	12	5	85 staff of FATA Secretariat and 20 from FDA with improved IT skills
		Staffing support provided to FS	No. of staff	32	Ongoing	32	Ongoing	TORs developed and selection of companies for providing staffing support is underway.
		Network installation completed	No. of Sites	NP	1	2	1	Networking on one block of FDA completed, 80% networking on FS has been completed
		IT equipment provided	No. of equipment	221	122	1272	172	There was some delay owing to FATA Secretariat internal decision making. However, this activity will gain pace in the next quarter
		FATA GIS system developed	No. of Systems	NP	Ongoing	1	Ongoing	Project acquired and plotted GIS data
		Capacity building workshops conducted	No. of Training	1	1	3	1	"Project Planning for Public Sector" for 20 staff of FATA Secretariat during 18-20 May 2009. The training course was held at the LEAD, Islamabad.
3	Improve availability of Baseline Information for FATA Sustainable Development Plan	Database developed for capturing PC-Is	No. of Database	1	Ongoing	1	Ongoing	Module finalized and database development in progress.
		Sectors covered in Database	No. of Sectors	1	3	4	3	A total of 205 PC-Is (Education 125, Forestry 50 and Bajaur 26) against the yearly target of 371 for 2009 were collected for scanning and computerization purposes in the automated ADPs
		Capacity building workshops conducted	No. of Training	1	1	2	1	22 staff from Bureau of Statistics trained in the "Development of Tehsil based Indicators"
4	Design of Financial Management Capacity Building Program	Draft report presented to USAID	No. of Report	1	Ongoing	1	Ongoing	Assessment has been completed and report is under preparation

Act No.	Activity	Deliverable(s)	Unit	(April-June'09)		Year 2009		Remarks
				Targets	Ach	Targets	Ach	
Component D - Improve the Capacity of Civil Society Organizations (CSOs)								
1	Develop, Fine tune and Implement CSOs Strategy	Robust strategy for CSO development published	Strategy			1	1	“Strategy for CSOs Development” was revised and finalized in February 2009
2	Establish and Maintain e-based CSO Database	A fully functional and operational CSO e-database developed	Dbase	1	Ongoing	1	Ongoing	Work in progress
3	Provide Institutional Support to Indigenous CSOs	CSOs supported	No. of CSOs	10	6	40	13	CBP is striving to find credible CSOs in FATA as very few indigenous CSOs are working in FATA
		Seed Grants processed	No. of grants	10	23	40	43	As part of institutional support
		Development Grants processed	No. of grants	1	Ongoing	6	Ongoing	CBP has proposed amendments in the Grants Manual and feedback from USAID is awaited
		Advanced Grants processed	No. of grants	1	Ongoing	4	Ongoing	CBP has proposed amendments in the Grants Manual and feedback from USAID is awaited
4	Build and Strengthen Capacities of CSOs	Training Delivered	No. of Training	2	3	10	4	Proposal writing, disaster management, management development and IT
		Sets of Interns placed	No. of Sets	40	55	160	80	80 CSO interns from 17 indigenous CSOs of FATA were placed with the Institute of Rural Management (IRM), Islamabad and Sungi Development Foundation, Abbottabad
		Strategic Plans Developed by CSOs	No. of Plans	10	Ongoing	50	Ongoing	Spade work completed, 6 CSOs will carry out their strategic planning in July'09
5	Fostering Linkages and Strategic Alliances	Agency Boards Formed	Agencies	2	0	2	0	Activity got delayed owing to security and competing priorities of Govt

Act No.	Activity	Deliverable(s)	Unit	(April-June'09)		Year 2009		Remarks
				Targets	Ach	Targets	Ach	
Component E - Improve the Coordination and Integration of Civilian and Military Activities								
1	Approval of Concept, Staff Plan, Action & Implementation Plan	Concept paper developed and approved	Concept Paper			1	1	The concept paper including a staff recruitment plan and an action plan discussed and approved
2	Approval by Civ-Mil Stakeholders & MOU	Support gained and proposal piloted	MoU			1	1	Final draft of MOU was approved by FS and 11 Corps
3	Integrate USAID Partners & Pooling Resources	Steering committee established	Committee	1	1	1	1	A steering committee under FS was established. Meetings held on a regular basis.
4	Establishing CMC Field Units	Field Units established	No. of Units	1	Ongoing	2	Ongoing	Staff for CMCCs Bajaur and Mohmand agencies have been selected and approved. The CMC will be made functional in the next quarter.
5	Hiring of Staff Finalized	Staff hired with clear roles and responsibilities	MoU	1	1	1	1	Recruitment of 4 staff in Bajaur and 5 in Mohmand finalized. Staff will be on board in July'09
6	Draft CMO Doctrine	Draft CMO Doctrine developed	Doctrine	1	1	1	1	Development of CMO doctrine will now be undertaken by CMAG, for details see narrative section of the report
7	Draft Rules and SOPs for Functioning of CMCs Completed	Rules developed and implemented through pilot projects	Document	1	-	1	-	This activity has been dropped in the light of changed scenario. For details, please see the narrative section of the report
8	USAID Partners Submit Proposals	Projects approved	No. of Projects	NP	3	34	3	Project portfolio was approved. It was decided that PA and agency based CMC may add/drop projects.
9	CMC Cells Start M&R of Projects under S&R	Projects implemented and monitored	No. of Projects	2	Ongoing	2	Ongoing	The projects will be monitored in next quarter once the Agency CMC are deployed
10	Execution of Projects by USAID Partners	Projects executed	No. of Projects	NP	3	34	3	3 project approved. Work initiated and 1 project of laying of electric cable was completed.
11	Define Media Strategy and Outreach	Media strategy developed and shared	Strategy			1	1	Civ-Mil inputs in devising media strategy provided to Media Cell FS
13	Security Plans developed on CVSP Concept Ready	Concept prepared and approved	No. of Plan	1	Ongoing	1	Ongoing	This activity is linked to CMAG as at serial No 6
15	Database of Ex-servicemen Ready	Database developed	Dbase	1	Ongoing	1	Ongoing	Will be completed in 4th quarter'09
16	GIS-based indicators Ready for Discussion	Draft developed and approved	No. of document	1	Ongoing	1	Ongoing	Will be completed in 4th quarter'09
17	Project GIS Developed	GIS system developed	System	1	Ongoing	1	Ongoing	Will be completed in 4th quarter'09

Act No.	Activity	Deliverable(s)	Unit	(April-June'09)		Year 2009		Remarks
				Targets	Ach	Targets	Ach	
Component F - Communications Strategy								
2	Develop and Implement Communications Plan	Briefings held to gain support	No. of Briefings	1	1	5	2	Media Cell arranged Press Briefing for Governor NWFP on FATA situation in June.
3	Develop Broadcast Content	"Voices of the people" developed and broadcast	No. of programs	75	78	300	153	Da Ulas Ghag "Voices of the people" content developed and broadcast.
		"Step by Step" content developed and broadcast	No. of programs	75	78	300	103	Kadam ba Kadam "Step by Step" content developed and broadcast. 30 minutes studio based program
		Video documentary developed and shared	No. of documentary			1	2	"Cries of Anguish" and "Road to Peace" documentary films were developed and shared. Development of 6 more documentaries is in process.
		TV documentary screened and distributed	No. of documentary	1	5	4	7	"Cries of Anguish" and "Road to Peace" films were screened and distributed. Director ICB shared
		TV documentaries translated in Pashto	No. of documentary	1	2	5	2	"Cries of Anguish" and "Road to Peace" films being translated
		Technical proposals developed by other USAID programs	No. of stations	2		4		This activity has been dropped in the light of changed scenario. For details, please see the narrative section of the report
		Proposal on expanding PBC capacity developed	No. of proposal	1	2	2	2	Proposals for PBC Peshawar and D I Khan developed to cover FATA and Malakand
		Pashto TV channel launched	No. of channel			1		This activity was probed and found non-viable and, therefore, dropped.
		Journalists training held	Training	1	2	1	2	35 FATA media professionals trained.
		MoU signed for sharing on other media outlets	No. of MoU			1		This activity has been dropped in the light of changed scenario.
		Develop feasibility for involvement of youth	No. of feasibility	NP	1	1	1	Concept was handed over to OTI for further implementation
		Website of Media Cell developed	No. of website		Ongoing	1	Ongoing	ToRs and draft advertisement to develop Media Cell FS web site prepared.
		Subscription established to an online library	No. of Subscription	2	1	2	1	Subscription been established with Factiva online library established for Media Cell FS
		Conferences on media policy organized	No. of conferences	3	1	10	2	CBP facilitated integration between MIST and ISPR to take this initiative forward in future
		Radio programs converted into serials	No. of programs		3	6	3	Kadam Pa Kadam', ' Da Ulas Ghag' and Amn Radio program on Buraq Radio
Discussion on media board held	No. of meetings		1	NB	1	Meeting held with Internews, OTI and Global Voices.		

COMPONENT A: OPERATIONALIZE FATA SUSTAINABLE DEVELOPMENT PLANS

Activity 1: Facilitate ROZ Workshop and Consultative Group

**Work Plan Deliverable(s): 1 Workshop Conducted
1 Investment Strategy Developed**

- CBP facilitated an Investment Promotion Framework Workshop in June 2009 in CBP's Islamabad Office. Issues related to ROZ and investment promotion were discussed and addressed. Key stakeholders from public and private sector including Chambers of Commerce, Federal Ministry of Commerce, Government of NWFP, FATA Development Authority (FDA), and Sarhad Development Agency (SDA) attended the workshop. The workshop was aimed at building consensus on critical aspects of the proposed Investment Promotion Framework and also to finalize composition of Investment Promotion Board (IPB) as well as Investment Promotion Working Group (IPWG). In the end, key recommendations were made by the participants.
- A strategy for Investment Promotion was developed and shared with key public and private sector stakeholders. In addition, a workshop was also conducted to secure buy-in on the strategy from the key stakeholders. Currently, the Economic Growth team is working on implementation of the investment promotion strategy.



Activity 2: Deliver Short Term Technical Assistance

Work Plan Deliverable(s): 1 ROZ Cell established

- Funding secured through PC-1 from Government of NWFP for the establishment of Project Management Office (PMO) at SDA. CBP also assisted SDA in drafting Terms of Reference for key roles at the PMO within SDA. It is expected that PMO will be made functional sometime this year.
- On the request of the Chief Economist Government of NWFP, CBP developed TORs for a study on changes that need to be made to the labor policy regime in view of the labor law conditions contained in the ROZ legislation. Economic Growth team developed a project to deliver STTA on labor policy reforms to the Government of NWFP. The STTA will assist the government in identifying and instituting policy reforms that will be required to fulfill labor-related conditions included in the ROZ legislation.

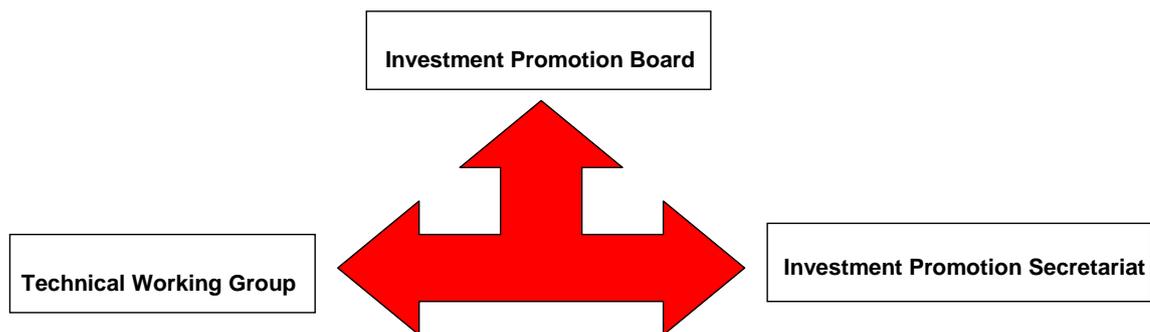
Activity 3: Engage Investment Strategist

Work Plan Deliverable(s): 1 Investment Strategist Recruited

- Economic Sector Coordinator recruited in April 2009.

Changing Scenario and its impact on the Project

- Initially, the Economic Growth component of FATA CBP was focused on enhancing capacity of organizations tasked with increasing economic activity across the FATA region. As part of this mandate, the Economic Growth component was also working with the public and private sector stakeholders and providing support for the establishment of the proposed Reconstruction Opportunity Zones.
- During April, 2009, the Economic Growth team held a meeting with Ed Birgells, USAID Deputy Mission Director, and it was decided that the focus of the Economic Growth team's would be shifted towards attracting investment into FATA and NWFP. It was also decided that Economic Growth team's efforts should be focused on developing and implementing a private sector led institutional framework for investment promotion which will not only respond to the needs of businesses in FATA but across the NWFP as well. This three-tiered framework consists of an Investment Promotion Board, an Investment Promotion Working Group and an Investment Promotion Secretariat.



- In addition to the deliverables envisaged and approved in Annual Work Plan 2009, CBP proposes to work on the following additional activities and deliverables:

Activity: The Economic Growth team will develop a strategy for a private sector led Investment Promotion Framework for NWFP/FATA. The strategy needs to be shared with key stakeholders in private as well as public sector through meetings and a consultative workshop. The strategy will then be shared with USAID for approval.

- Investment Promotion Strategy developed and approved by USAID.

Activity: CBP will organize a consultative workshop to consolidate stakeholders' recommendations on Investment Promotion Strategy. This workshop will help in seeking ownership and endorsement of the strategy among the key stakeholders.

- Investment Promotion Workshop conducted.

Activity: CBP will facilitate the formation of an Investment Promotion Board (IPB) that will be an apex body of Investment Promotion Framework having 2/3 members from the private sector and remaining from the public sector. IPB will be registered as non-profit organization.

- Investment Promotion Board (IPB) formed and registered.

Activity: In line with the IP Strategy, an Investment Promotion Working Group (IPWG) will be established. This group will be a think tank for IPB comprising of business experts, financial experts etc. IPWG is expected to be established this year.

- Investment Promotion Working Group (IPWG) formed and become functional

Activity: In order to provide administrative and management support to IPB & IPWG, CBP will facilitate the establishment of Investment Promotion Secretariat (IPS). It is expected that the secretariat will be established and made operational this year.

- Investment Promotion Secretariat (IPS) formed and operational.

Additional Deliverables

- ◆ FATA CBP facilitated the Economic Growth team of USAID in conducting a briefing for key stakeholders on its upcoming projects. The briefing was held at CBP Islamabad Office on June 19, 2009. The meeting focused on introducing the EG portfolio and sharing existing and proposed project activities with key stakeholders and secure their feedback on key aspects of the project. Amy Meyers of USAID delivered a detailed presentation on Empower Pakistan Project highlighting the key aspects of the program and outlining planned interventions. The presentation was followed by discussion and question/answers session to gather stakeholders' recommendations on key aspects of existing and upcoming projects.



- During May, 2009, CBP met with the United States Trade Representative (USTR), to discuss ways in which US Government can provide assistance to strengthen the business and investment climate across the region. A report was prepared and circulated. During the meeting, it was emphasized that it is important for the government of Pakistan to put in place a suitable institutional framework for



ROZs and initiate the required steps to benefit from the opportunity. It was held that Ministry of Commerce has promised to extend all possible support for ROZs and the onus is on the relevant bodies and authorities to identify the support needed from the Ministry.

Outlook for Next Quarter

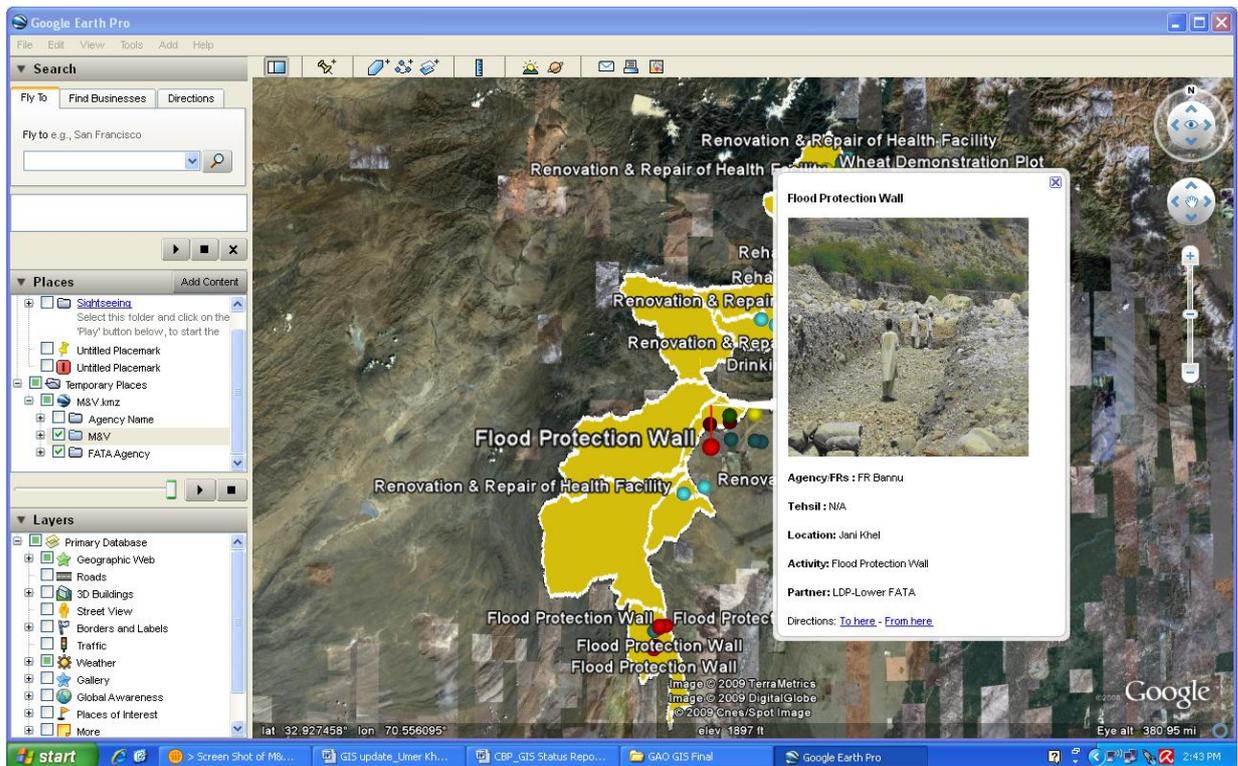
- Documentaries produced on Investment Promotion and Economic Growth.
- IP Board registered.
- IP Secretariat operational.
- Quarterly interaction among stakeholders ensured.
- Study conducted on Investment Promotion.
- Labor Policy Study developed.
- 20 people trained in Investment Promotion.
- 10 people given international exposure.
- IP Coordinator recruited.

COMPONENT B: MONITORING AND REPORTING

Activity 1: Develop GIS system for USAID

Work Plan Deliverable(s): FATA GIS System Developed (Planned for 7th Qtr)

- During the reporting period, CBP carried out customization of the online GIS enabled database interface for project activity tracking of the USAID partner projects. Apart from others, an additional field for activity cost has been added. The frontend interface was upgraded to make it more user friendly.



- The CBP team is working on the GIS updated/customized village selection table and appearance of names for multiple selection in the GIS interface, as well as cleaned settlement layers, by removing duplications in villages and confirming locations on topographic sheets. Foreign Assistance Indicators (F-Indicators) with functional sectors list were incorporated into GIS System.

Work Plan Deliverable(s): 1 GIS orientation workshop conducted

- A “GIS Activity Tracking Workshop” was organized by CBP on May 19, 2009 to introduce USAID and its implementing partners to the GIS system that has been developed to report on their activities.



At the workshop, a demonstration of the system was provided along with a discussion of how to enter activity data. Security of data is a central concern in the design of the system and the various levels of security were also presented. By August 1, 2009, the online GIS system will be launched in US Consulate Office in Peshawar.

During August, 2009, CBP will impart capacity building sessions to the partner projects regarding use of this GIS facility. It was stressed that the system will be made fully functional by October 1, 2009.

Activity 2: Develop USAID Results Framework for FATA

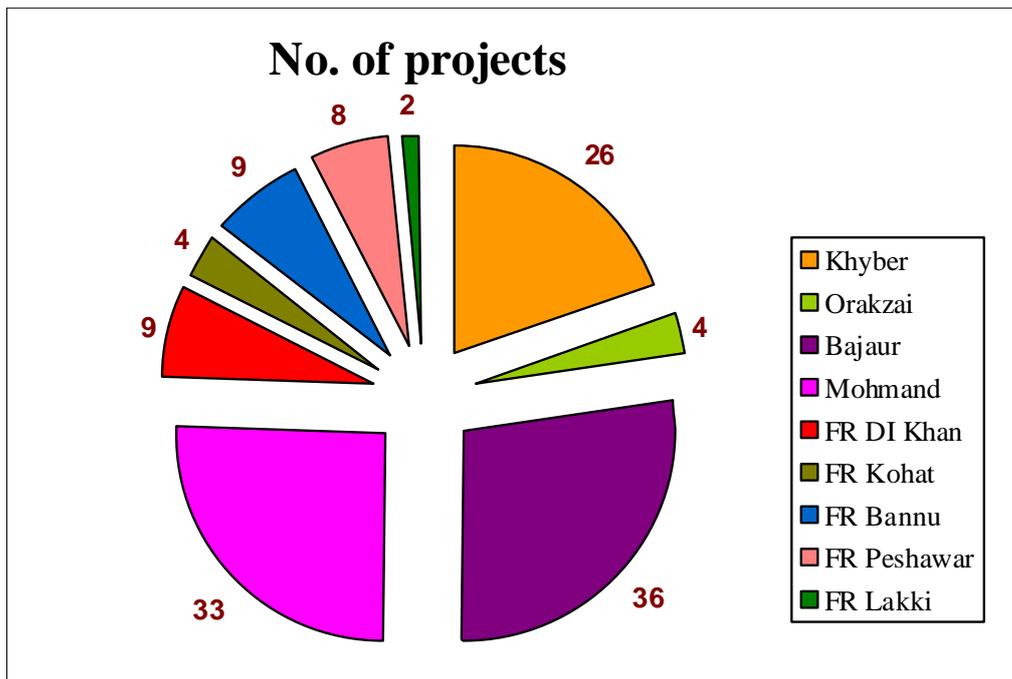
Work Plan Deliverable(s): Draft USAID Results Framework created

- CBP facilitated USAID in developing and refining its results framework along with the Performance Management Plan (PMP). Ms Heather McHugh, CBP Performance Management Advisor, carried out the exercise of developing the USAID PMP framework.
- During April, 2009, FATA CBP developed its own PMP framework including a Results Framework, Performance Data Table (PDT), Performance Indicator Reference Sheets (PIRS) and PMP Task Schedule. In June, 2009, USAID approved CBP’s Performance Management Plan (PMP).

Work Plan Deliverable(s): 1 consultative workshop organized

- Ms. Heather McHugh, CBP Performance Management Advisor, assisted other USAID partner projects to develop their results framework. A consultative workshop was held in order to familiarize partner projects on the preparation of PMP.

Work Plan Deliverable(s): Need based Monitoring and Verification visits carried out



- During the reporting period, the project team developed monitoring and verification framework for activities of USAID FATA implementing partners. This primarily included CBP M&E methodology, formats and schedules for carrying out evidence based field monitoring.
- Based on the feedback on the monitoring framework from USAID, CBP orientated its agency based staff for the use of formats developed in the field. During the second week of May, 2009, CBP field team commenced the monitoring and verification on projects being implemented by the USAID FATA implementing partners. Projects included Livelihoods Development Program-Upper FATA implemented by



Academy for Educational Development (AED); Livelihoods Development Program-Lower FATA implemented by CHF International; and Improved Child Health Project implemented by Save the Children-US.

- Since inception of the M&V initiative, the project has conducted 130 visits. The projects were diverse in terms of their sectoral and geographical distribution. Some of these projects were related to land reclamation, agricultural activities, infrastructure development and child health. The projects were located in Khyber Agency, Mohmand Agency, Bajaur Agency, Orakzai Agency, FR Peshawar, FR Lakki, FR Bannu, FR Kohat and FR DI Khan.



Work Plan Deliverable(s): 1 Evaluation for USAID projects facilitated

- CBP submitted the final evaluation report on USAID supported “FATA Schools Rehabilitation and Construction Project” to USAID.

Additional Deliverable(s):

- During the reporting period, CBP hosted a GAO visit in its office. The four-member GAO team was given in-depth presentations on GIS and Monitoring and Verification. This was followed by useful discussion on the CBP’s impact and its measurement. In order to have a better understanding of CBP’s work, the team visited Institute of Management Sciences (IRM) in Islamabad where a CSOs training on Management was occurring. The team had an opportunity to interact and exchange ideas with select indigenous CSOs of FATA.



Outlook for Next Quarter

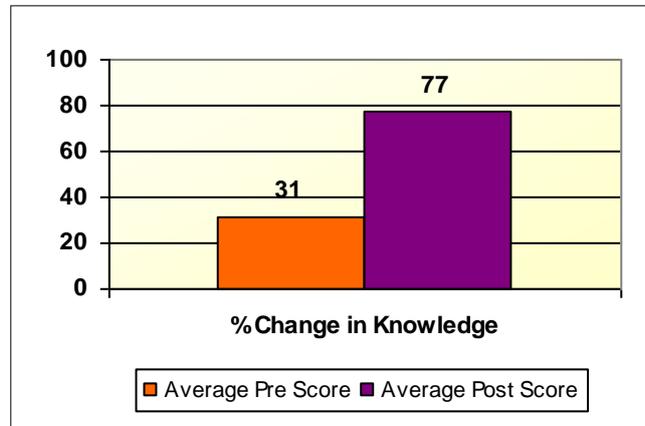
- Launching of the online GIS system for US Consulate Office in Peshawar.
- Capacity building of partners and USAID on the use and application of GIS system.
- Facilitation in the functionality of the GIS system.
- Monitoring and verification of select USAID partners’ projects.



COMPONENT C: IMPROVE CAPACITY OF FATA PUBLIC SECTOR INSTITUTIONS

Activity 1: Capacity Building Through Focused Trainings

- During the reporting period, CBP facilitated ten training courses, benefitting 164 staff including 137 from FATA Secretariat and the rest from FDA. Pre and post training evaluation was carried out to assess acquired level of knowledge in these training. The average difference of pre and post test scores was 31% and 77% respectively. Based on meetings with key FS and FDA staff, some of the trainings were postponed, as a great majority of the staff was busy in the preparation of Annual Development Plans. Highlights from trainings during this period are explained below.



Work Plan Deliverable(s): Project management – 4 training imparted, 6 planned

- CBP facilitated four training courses on project management from reputed training institutes of Pakistan. Seventy four staff working at the FATA Secretariat, Agency / FR level was trained. The main purpose of these training was to enhance participant skills in planning, managing and monitoring of projects; improve their knowledge in establishing and managing project teams; and comprehend better management processes to manage their projects.



Work Plan Deliverable(s): Financial management – 1 training imparted, 3 planned

- One training course was organized for two staff members of the FS. A three-day training course on “Public Procurement Rules and Procedure” was held at the Training Institute of the Public Procurement Regulatory Authority, Islamabad. Training participants learned public procurement rules and procedures and are now better equipped to prepare and monitor PC-1s, budgets, and ADPs.

Work Plan Deliverable(s): Development planning – 4 training conducted, 9 planned



- In order to build and strengthen development planning capabilities of the FS, four trainings were organized from reputable training institutes of Peshawar. During these training, 68 staff members from the FS was trained. The purpose of these training was to increase the practical knowledge and understanding about development planning approaches including PC-1 preparation and Project appraisal.



Work Plan Deliverable(s): IT – 1 training imparted, 4 planned

- CBP organized a “Microsoft Project Training” for 20 FDA executive staff during the reporting period. This training helped in building IT based project designing and monitoring skills.

Activity 2: Develop Technical Assistance and Training for Core Areas of Assistance; Deliver Technical Assistance and On-The-Job Training

Work Plan Deliverable(s): 1 MOU Signed

- A MOU regarding FATA Secretariat IT Strategy was signed between FS and FATA CBP.

Work Plan Deliverable(s): Staffing support (32) provided to FS

- CBP developed TORs for the potential vendor for providing IT staffing support to FS. Selection of company for providing this support is underway.

Work Plan Deliverable(s): Network installation completed on one site

- CBP completed survey of FDA’s new building for additional networking. CBP also conducted costing analysis of additional networking for FDA. In continuation of the ‘Building IT Infrastructure of FDA internet and intranet has been approved, work is expected to start early July, 2009.
- During the reporting period, network cabling was initiated in the main building of FS and almost 80% of the networking has been completed. LAN cabling (installation of main PVC conduits) and server room extension at FS was completed. This networking of FS will hopefully be completed in August, 2009.

Work Plan Deliverable(s): 221 IT equipment items provided

- During the reporting period, CBP provided 122 units of IT equipment to FS and FDA. This included 50 laptops to FS in implementation of “FATA Secretariat IT Strategy”. The rest of the equipment including 30 monitors, 33 UPS, four printers, four switches and one rack was handed over to FDA.
- CBP also delivered 24 laptops, three desktops, three monitors and three UPS to the Emergency Response Unit (ERU), Government of NWFP.

Work Plan Deliverable(s): 1 FATA GIS system developed (Planned for 7th Qtr)

- During the reporting period, CBP held meetings with the FATA Secretariat regarding establishing a FATA GIS. In order to evaluate the GIS capacity and assess their requirements (hardware, software, human resources), a version of a questionnaire was drafted and shared with concerned CBP authorities for their comments and feedback.

Work Plan Deliverable(s): 1 capacity building workshop conducted

- CBP organized a training course on “Project Planning for Public Sector” for 20 staff of FATA Secretariat during May18-20, 2009. The three day training course was held at the LEAD, Islamabad. The overall objective of the training course was to improve capacities of the FATA Secretariat staff in developing and writing project concepts and quality PC-1s for FATA Annual Development Program. The training course covered three critical



aspects of Public Sector planning for development projects. These included Pre PC-I processes; developing quality PC-1s, and Appraising PC-1s.

Activity 3: Improve availability of Baseline Information for FATA Sustainable Development Plan

Work Plan Deliverable(s): 1 Database developed for capturing PC-1s

- In order to address the anomalies that exist in the Planning and Development (P&D) Department, the Project finalized a module and further work on the database development is in progress. Four PC-Is covering Infrastructure Sectors, Production Sectors and Social Sectors were collected and sent to Marcelo Suarez, Short Term Technical Assistance (STTA) on Monitoring and Reporting (M&R) for test data inputting on PC-Is Database. It is hopeful that the database would be completed by July, 2009. The overall purpose of this database is to automate planning processes of the FATA Secretariat for creating an electronic information management system for development practitioners and policy makers of FATA.

Work Plan Deliverable(s): 1 sector covered in database

- ◆ PC-Is collection from the FS continued during the reporting period for three sectors including the Education and Forestry sectors and Bajaur Agency reflected in FATA Annual Development Program (ADP) 2008-09. These PC-Is will be used for the Sample-Record Database of Past PC-Is being developed for the FATA Secretariat. So far, 286 PC-Is have been collected against a target of 371 (overall 77% progress). The ongoing PC-Is collection exercise will be completed by July 10, 2009 as most of the remaining PC-Is are not available for a variety of reasons. First demonstration of the Sample-Record Database of Past PC-Is will be ready for review by end August 2009.

Parameter	Target PC-Is	PC-Is Collected	Progress
Education Department	283	205	72%
Forestry Department	50	50	100%
Bajaur Agency	38	31	81%
Total	371	286	77%

Work Plan Deliverable(s): 1 capacity building workshop conducted

- CBP Monitoring and Reporting (M&R) team facilitated a training course on ‘FATA/NWFP Tehsil Based Indicators of Development Status’ for six staff of FATA and 16 staff from Bureau of Statistics, NWFP. Majority of the training participants were government Grade 16 or Grade 17 officers.
- The training course aimed at enhancing the capacity of the select staff from Bureau of Statistics (BoS) for compiling tehsil-level development status data of NWFP and FATA. During the training, the participants examined current list of indicators used in producing FATA/NWFP Annual Development Statistics. Gaps and challenges were identified pertaining to the current system of BoS reporting system. In this light of this training, a new list of indicators was developed for key development sectors. At the end of the training, it was agreed that the project team and BoS will jointly work towards institutionalization for these indicators within the Reporting System of FATA/NWFP Secretariat.



Activity 4: Assess financial management capacity for FS and FDA

Work Plan Deliverable: One draft report presented to USAID

- During the reporting period, CBP held consultative meetings and focus group discussions in order to evaluate the financial management capacity of FS. The major issues identified during this assessment included: transparency; disbursements procedures and associated blockages and delays; and audit issues. One of the key staff members working on this study, Amanullah Malik, Financial Management Specialist, was injured in a bomb blast during his official visit in Peshawar. In consequence, there was some delay in the study and the training being planned in building financial management capacities of FS and FDA. However, the field based assessment has been completed and the report is being prepared. This report will be ready and shared with all concerned in the next quarter.

Additional Deliverable(s):

- CBP developed a paper on ‘Supporting Operationalization and Strengthening of FATA Data Resource Centre’ featuring CBP 2009 workplan activities, future plans of FATA Secretariat and support required for the initiative etc.
- A paper was developed on Enhancing Capacities of FATA/NWFP Bureau of Statistics (BoS): Options for Technical Assistance by Pakistan FATA CBP. The paper touches upon weaknesses in current reporting patterns of FATA/NWFP BoS, the disconnect between BoS work and the Government’s annual development planning process, and proposed next steps for strengthening and capacitating the work of FATA/NWFP BoS. The paper was developed on the request of Don Mickelwait for future programming purposes for providing M&E support to the FATA Secretariat and Government of NWFP.
- In response to the issues of Internally Displaced People (IDPs) emerging out of the major operations being carried out in Swat and contiguous areas, CBP provided technical and logistical support to the Crisis Cell established in the NWFP Chief Secretary’ Office.
- CBP provided technical and logistical support to the Crisis Cell established in the NWFP Chief Secretary’ Office. This support entails provision of twenty four laptops, three desktops, three monitors, three UPS, five black berries, one generator, internet connection and related IT support.
- Technical assistance and backstopping was provided by CBP for addressing the existing and upcoming challenges. CBP provided sound proposals to the NWFP Government in preparation of an NWFP IDP Action Plan for submission to a donors meeting on May 18, 2009 in Islamabad. DICB gave interviews on Geo and ARY One World TV which included positive messaging on behalf of the government on the issue of the IDPs. An interview was also given to Owen Bennett Jones of the BBC World on May 13, 2009 explaining the IDP situation from a positive perspective. DICB delivered a lecture and discussions on Malakand and IDP situation at National Management College Lahore on May 20, 2009. Provided support to Government of NWFP-ERU unit in data cleansing of IDP’s.
- CBP was successful in securing a FM broadcast license for FM Mardan from Pakistan Electronic Regulatory Authority. The project started test broadcast of Radio "Amn" (Radio Peace) from FM Buraq, which covers Mardan and the surrounding area where the Swat IDPs are presently located. These broadcasts are heard in a radius of 50 miles around Mardan. The core message from Radio "Amn" is promoting ‘Peace, Love & Brotherhood’ among the society. First broadcast was made on May 29, 2009 and there was a positive response from the IDPs and the general population.
- Upon the request of the NWFP Chief Secretary, two officers from the FATA Media Cell were seconded to assist the Emergency Response Unit (ERU) in handling media affairs related to the IDPs. This step was taken with the consultation of Additional Chief Secretary, FATA and the Director, Media Cell FATA. The staff provided support to the GoNWFP on the IDP issues.
- CBP also carried out the ground work for establishment of FM Radio Mardan. FATA CBP installed the antenna tower for the FM Radio Station Mardan.

Outlook for Next Quarter

- Capacity building of select staff for FS and FDA.
- Networking to be completed in FS and FDA.
- Database on PC-1 developed and implemented.
- Report on financial management capacity assessment for FS completed and shared.

COMPONENT D: IMPROVE CAPACITY OF CIVIL SOCIETY ORGANIZATIONS

Activity 1: Establish and Maintain e-based CSO Database

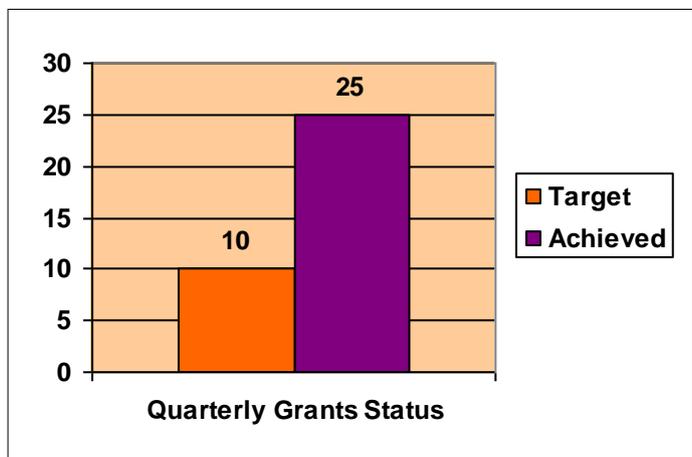
Work Plan Deliverable(s): 1 e-database developed

- During the reporting quarter, CBP worked on fine-tuning parameters for the database on CSOs. Owing to the diversity of the project interventions, new fields were identified and work is underway at the backend in terms of generating crisp analyses and reports on CSOs. Concerted efforts were made to spatially link this data on the GIS. It is encouraging to note that the CSOs database has been adequately transferred in the mainstream online GIS tracking system. CBP is hopeful that MS access based database will be functional by next quarter and online accessibility will be provided for select users.

Activity 2: Provide Institutional Support to Indigenous CSOs

**Work Plan Deliverable(s): 7 CSOs supported, 10 planned
25 seed grants approved, 10 planned**

- During the reporting period, CBP helped in the identification and nurturing of seven new indigenous CSOs in FATA. Based on a series of consultative meetings and field based mentoring, the project facilitated these organizations in developing proposals for institutional support. Twenty five seed grants were approved by the COTR's Office. These proposals pertained to the institutional support; placement of interns with renowned NGOs of Pakistan; capacity building; and development of strategic plans of FATA based CSOs. It is strongly held that this support in the shape of grants will have far reaching impacts on improving the efficiency and credibility of the local CSOs in FATA. In total, the project is working with 36 CSOs and 63 grants have been approved since inception.



- Five pre-award training and agreement signing ceremony for twenty-five CSO grant recipients were held at the Khyber Agency Office. The CSOs were made cognizant regarding the terms and conditions spelled out in the grant agreement, approved budget and the implementation strategy.

Work Plan Deliverable(s): 1 development grant and 1 advanced grant processed

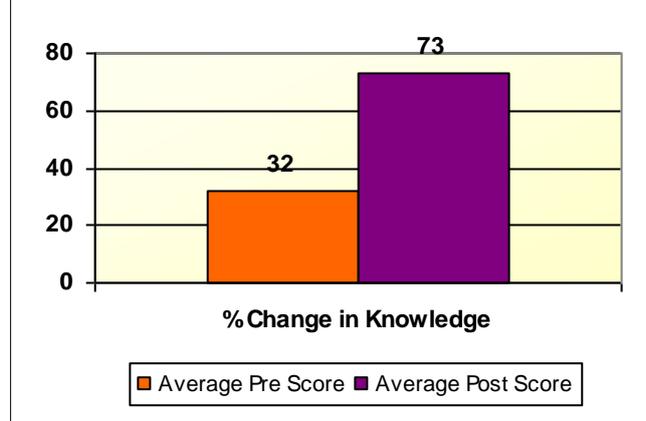
- With respect to the development and advanced grants, CBP proposed a few amendments in the Grants Manual. The desired modifications were being shared with DAI Home Office who will then seek formal approval from USAID. In consequence, processing of these grants remained suspended.

Activity 3: Build and Strengthen Capacities of CSOs

Work Plan Deliverable(s): 3 training delivered, 2 planned

**55 interns placed,
40 planned**

- In order to build organizational capabilities of indigenous Civil Society Organizations (CSOs) from FATA, CBP facilitated three training that benefitted 70 staff members of CSOs. These training on “Disaster Risk Management”;



“Development Management” and “Building IT skills” helped in conceptual clarity related to natural and manmade disasters including local conflicts and issues pertaining to Internally Displaced Persons (IDPs); community development and social mobilization; and IT skills for day-to-day record keeping and office management. The percentage change in pre and post training evaluation scores show an increase of 41% in terms of the knowledge gained on these areas. In order to build the capacities and competences of nascent Civil Society Organization of FATA, the project has facilitated an internship program. During the reporting period, FATA CBP facilitated 55 CSO interns from 12 indigenous CSOs of FATA by placing them in three batches with the Institute of Rural Management (IRM), Islamabad and Sungi Development Foundation, Abbottabad. This eight week program entails a one week course for conceptual understanding about community mobilization and participatory development approaches, followed by seven weeks of exposure in field offices.

- The graduation ceremony for the first batch of internship program was held in May 2009 at the Institute of Rural Management, Islamabad. This ceremony was attended by Mr. Ed Birgells and CBP’s representatives. During the program, the interns had learned about good governance concepts, including community mobilization, poverty assessments, resource mobilization and participatory approaches to development.

Work Plan Deliverable(s): 10 Strategic Plans prepared

- During the reporting period, project identified potential resource persons for facilitating the strategic planning exercises of partner CSOs. Detailed discussions were held on the module and deliverables from these exercises. It is expected that this process will commence in early July, 2009 as grant proposals for strategic planning of six CSOs which have been approved by the COTR.

Activity 4: Foster linkages and strategic alliances

Work Plan Deliverable(s): 2 agency boards formed – planned

- An introductory meeting of the FATA based CSOs and the development partners in FATA was held on June 01, 2009 in Islamabad. Over 20 CSOs gave a brief introduction about their organizations with a deeper analysis on their capacity, area of operation and experience in FATA. Later, various development partners including USAID, UNICEF, GTZ, DFID and Italian Cooperation for Development had an opportunity to network and establish contacts for future collaboration and partnerships.



COMPONENT E: IMPROVE COORDINATION AND INTEGRATION OF CIVILIAN AND MILITARY ACTIVITIES

Activity 1: **Integrate USAID partners and pooling of resources**

Work Plan Deliverable: **One Steering Committee established**

- A steering committee under FS was established composed of donor agencies and local stakeholders. It was decided that CBP will act as Secretariat. It was decided that at FS level, Additional Chief Secretary (ACS) will chair this meeting likely to be held twice a month. At agency level, Political Agent (PA) will chair this meeting on a weekly basis.
- A Project portfolio for Bajaur, based on a 6, 12 and 18 month timeframe was also approved. USAID partners' commitment was obtained to support these projects.

Activity 2: **Establish CMC Field Units**

Work Plan Deliverable: **1 Field Unit Established**

- During the 3rd CMC meeting held on January, 2009, it was decided that the CMC office establishment at divisional level would be postponed. However, this activity would be carried out at the agency level. In this regard, CBP facilitated recruitment for CMCC Bajaur and CMCC Mohmand. Approval from the COTR has been sought. Further discussions are being held with the PAs for office establishment. It is expected both the field units be fully functional in the next quarter.
- A meeting was held with the Political Agent and Additional Political Agent from Mohmand Agency at CBP office on May 13, 2009. This was aimed at apprising them of CMC concept and to elicit their views on the establishment of CMC Mohmand. Both officials have understood the concept and expressed their full support to establish CMC in Mohmand Agency.



Activity 3: **Finalize hiring of staff**

Work Plan Deliverable: **MOU signed indicating hiring of staff**

- During the reporting period, recruitment was completed for Four staff members for CMCC Bajaur Agency and five for Mohmand Agency. COTR's approval is pending.

Activity 4: **Draft CMO Doctrine**

Work Plan Deliverable: **Draft CMO Doctrine developed and approved**

- A concept note for a Civil Military Advisory Group (CMAG) has been developed by Civ-Mil Affairs Specialist and Advisor Civil-Military (External). This concept will be shared with the stakeholders before a formal workshop of all stakeholders is convened to finalize the modalities for development of the concepts and its objectives.

- Civil-Military Affairs Specialist and Advisor-External called on President NDU, Lt Gen Hamid Khan on June 25, 2009 in connection with the CMO concept. The General took keen interest in the concept and offered his full support. Being a prestigious institute of learning in Civ-Mil, National Defense University (NDU) will serve as the focal point and secretariat for the proposed CMO. The General was also requested to use his offices in promoting the concept. The concept will require civil and military approval and support at Federal Govt - Joint Chiefs of Staff Committee level. A case is being prepared by CBP to initiate this process. Once approved, the concept will be developed through a series of activities guided by CBP/NDU.

Activity 5: Draft Rules and SOPs for functioning of CMCs

Work Plan Deliverable: Rules developed and implemented through pilot projects

- The draft policy was developed and approved by CMC. It was decided that CMCs based in Mohmand and Bajaur will work as support units for the Political Agents (PAs). They will ensure coordination between USAID projects and the Civil Military establishment.

Activity 6: USAID Partners submit proposals

Work Plan Deliverable: Projects approved (34 projects plan in 7th Qtr)

- During the 7th CMC Meeting held on April, 2009, the project portfolio was approved. The existing list of 34 projects as envisaged in the Annual Work Plan 2009 was revisited and re-appropriated. It was decided that PA will identify potential projects and after consultation with the partners' projects, projects may be designed and jointly implemented.
- During the reporting period, three proposals were developed and approved for implementation. These projects included two schemes for restoration of DWSS and one for laying of electric cable in Bajaur. Seven more proposals regarding DWSS projects are in the pipeline.



Activity 7: CMC Cells start monitoring and reporting of projects under S&R

Work Plan Deliverable: 2 pilot projects implemented and monitored

- These projects will be monitored in the next quarter as the CMC Agency based staff will be on board in July, 2009.

Activity 8: Execute projects by USAID partners

Work Plan Deliverable: Projects executed

- During the quarter, three projects including two DWSS projects and one electrification project were initiated. Installation of main cable of electricity was completed while the work on two DWSS is in progress.

Activity 9: Prepare security plans including budgets on CVSP concept

Work Plan Deliverable: One plan prepared and approved by regional steering committee

- CVSP concept was discussed at CMC on November 6, 2008. It is expected that work will be initiated in ensuing quarter.

Activity 10: Develop database of ex-servicemen

Work Plan Deliverable: One database developed

- Work on this activity will commence in the third quarter and is likely to be completed in the fourth quarter 2009.

Activity 11: Develop GIS-based predictive militancy indicators ready for discussion in Civ-Mil Group

Work Plan Deliverable: One document developed and approved

- In line with the revised workplan, the work will be initiated in the third quarter of 2009 and completed by the 4th quarter '09.

Activity 12: Delineate development and trouble spots on Project GIS

Work Plan Deliverable: One GIS system developed

- In line with the revised work plan, the work will be initiated in the third quarter of 2009 and completed by the 4th quarter of 2009.

Changing Scenario and its Impact on the Project

A revision of the work plan 2009 was affected in April, 2009 to harmonize it with the lessons learned during first quarter of 2009. The revision was also intended to bring the deliverables at a more pragmatic level. The revision of the work plan involved Civil-Military Specialist, Advisor Civil-Military (External) and Director Institutional Capacity Building. COP gave his approval on the revised workplan. The revised workplan has concrete deliverables and will be rolled into 2010. The key thrust of this plan entails Civ-Mil Coordination Structure Development; Civ-Mil Operations Training and Doctrine Development; Civilian role in Local Security Development; and Information Management Development.

<p>Civil Military Coordination Structure Development</p> <ul style="list-style-type: none"> ▪ Concept, staff plan, action & implementation plan developed ▪ Advisors and Support Staff hired, SOW and TOR's established ▪ MOU signed by Civ-Mil stakeholders ▪ CMCC meetings regularly executed ▪ CMC Bajaur and Mohmand established and made functional ▪ Media strategy defined and disseminated ▪ CMCC's support extended to IDP/Disaster Management 	<p>Civil Military Operations Training and Doctrine Development</p> <ul style="list-style-type: none"> ▪ Concept Approved for education, training and development of Draft CMO Doctrine from Stakeholders ▪ Contact Group established from FS, FC, Police and 11th Corp (MOI, GHQ) ▪ Two capacity building workshop conducted ▪ Field assessment carried out in PRT in Afghanistan ▪ Case study completed on establishment of CMC Bajaur ▪ Draft CMO Doctrine prepared and approved by stakeholders ▪ Case study on CMC Bajaur included in national training network for training of civil and military officers.
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<p>Civilian Role in Local Security Development (CVSP)</p> <ul style="list-style-type: none"> ▪ Approval obtained on Civilian Volunteer Security Program (CVSP) concept from Stakeholders. ▪ Pilot Civilian Volunteer Security Program (CVSP) designed and agreement signed. ▪ Pilot Civilian Volunteer Security Program (CVSP) implemented in Bajaur. ▪ Security plans integrated with existing security plans including budgets for 2 pilot tehsils. ▪ Funding secured and resources committed. ▪ Data base of ex-servicemen developed ▪ CVSP implemented in pilot tehsils, 	<p>Information Management Development</p> <ul style="list-style-type: none"> ▪ Concept, staffing and equipment requirements, SOW and TORs established and approved by stakeholders ▪ First draft of GIS predictive militancy indicators developed ▪ Five training workshops held ▪ Monitoring mechanisms established in Bajaur and Mohmand ▪ Budget/Staff/equipments related to GIS provided ▪ 1st monitoring report shared with FATA steering committee ▪ GIS based maps depicting CMC pilot projects integrated into CBP monitoring system ▪ GIS System fully operational
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vision of the operational scenario in FATA in the to overshadow all other issues. He estimated that up to 700,000 IDPs were expected out of Swat and effective arrangements are required to look after such large numbers.

- The Director ICB took part in a teleconference organized by the International Institute of Strategic Studies, London on May 21, 2009. The conference focused on underscoring the internal situation in Pakistan, particularly FATA/Swat.
- CBP staff including Director ICB, Civ-Mil Affairs Specialist and Advisor External held a meeting with Chief Secretary (CS), NWFP. The CS was briefed on concepts of CMC, CMO and CVSP. The CS evinced keen interest and desired that these concepts be put in place in NWFP as well along the lines of FATA.
- Based on the successful model of CMC in FATA, GoNWFP and USAID proposed to replicate the CMC concept to NWFP. Based on this, CBP developed a concept note including key deliverables for the next six months.

COMPONENT F: COMMUNICATIONS STRATEGY

Activity 1: Develop and Implement FS Strategic Communications Plan

Work Plan Deliverable(s): 1 Briefing Held to gain support

- Media Cell arranged a press briefing for the Governor NWFP on the FATA situation in June, 2009. The Governor NWFP gave a briefing, which was prepared by the Media Cell Director, to media about the security situation in FATA. The Governor reiterated that the Government is committed to takeout militants from FATA and restore peace in the region.

Activity 2: Develop broadcast content

Work Plan Deliverable(s): 75 programs on “Voices of the People” developed and broadcast

- CBP facilitated production and broadcast of 78 programs of ‘Da Ulas Ghag’ (Voices of the People) from radio Peshawar. The program focused on promoting female education, health, economic opportunities, career counseling for the youth, development initiatives, culture and traditions, religion, humanity, norms and values, equality, rule of law, human rights and IDPs. This program was broadcast in all FATA agencies and FRs.

Key Themes of “Da Ulas Ghag”

- Pak-Afghan illegal trade.
- Dry Port at Jamrud Khyber Agency.
- Activities of the Tribal Chamber of Commerce
- Girls education in Mohmand Agency
- Poetry Reading in North Waziristan
- Non availability of books in Mohmand.
- Impact of conflict on businesses in Bajaur Agency.
- FATA football tournament in Peshawar.
- Current law and order situation in Mohmand.
- NA elections in North Waziristan.
- Issues and challenges confronted by Jamrud Press Club.

Work Plan Deliverable(s): 75 programs on “Step by Step” developed and broadcast

- 78 studio based programs of ‘Kadam Pa Kadam’ (Step by Step) were produced and broadcasted from PBC Peshawar. In order to gain credibility and social acceptability in FATA region, renowned religious scholars were invited to share their thoughts on Islam and its nexus with peace and social harmony. Successful agriculture projects in the FATA remained the main focus in the agriculture segments. Along with agriculture, livestock management was also highlighted in different segments of the program. Cattle breeding, cultivation of the barren land, and horticulture in FATA was the key thrust of this quarter.

Key Thrust of “Kadam Pa Kadam”

- A Drama serial “*Namar Pa Chinaroono*” (“sun rays on the top of maple trees”) was aired on the subject of education within the context of Islam & local culture. Drama serial of 50 episodes helped in promoting local community towards education & development within existing cultural and religious traditions in FATA Region.
- “*Zama Kalae Zama Koor*” is an innovative host-lead radio series of inspirational stories based on the lives, challenges and real stories of FATA students in the educational institutions of Peshawar. The stories & interviews provided models of positive development change for other tribes, specifically youth
- For the promotion of FATA poets, a segment “*Ledal Katal*” “chat with a poet” is a regular feature of the program in which talent of FATA people in poetry and literature is being highlighted.

Work Plan Deliverable(s): Video documentary developed and shared

- During the reporting period, CBP finalized production of audio/video musical album of 10 songs on “Peace, Love & Harmony”. Production of 90 minutes tele-play on the story of an IDP family and terrorism were developed and broadcast. CBP also finalized production of 15 serial 30-minutes radio dramas, with storyline focusing on female education, development activities in FATA and elimination of terrorism from the society. Constellation Plus was selected for production of 36 feature programs (Hujra) each with 30 minutes duration. The program would focus on education, rural development, income opportunities, and terrorism. TORs for STTAs to produce these audio/video programs were developed and shared to carry out these productions.

Work Plan Deliverable(s): 1 TV documentary screened and distributed

- Mr. Khalid Aziz, Director ICB visit to US mainly focused on communication component of CBP where he screened and shared CBP’s documentary, “Cries of Anguish” at different forums including Woodrow Wilson Center, State and Commerce Department, Asia Foundation, US Institute of Peace and DAI, coupled with talk and Q&A sessions on the current situation on FATA.

Work Plan Deliverable(s): 1 TV documentary translated in Pashto

- Two documentaries already produced by CBP “Cries of Anguish” and “The Road Home” were translated into Pashto. Further contacts were established with private TV channels to acquire FATA related documentaries for translating them in Pashto.

Work Plan Deliverable(s): 2 technical proposals developed for FM radio stations

- Owing to the competing priorities in the ever changing scenario, CBP has dropped the activity for development of technical proposals for establishment of FM radio stations by other USAID programs. In response to the IDPs issue emerging out of the military operations in Swat and Malakand, CBP continued to support the GoNWFP to establish FM radio station in Mardan. In this regard, FM broadcast license for the station was obtained from the Pakistan Electronic Media Regulatory Authority. The core message from Radio "Amn" will be to express the narrative of Peace, Love & Brotherhood. Meanwhile, Peace Radio Program is being broadcasted from Radio Burraq from 5:00-6:00PM, a new radio station “Amn” is being established at Mardan.

Work Plan Deliverable(s): 1 proposal developed on expanding PBC capacity to FATA and Malakand

- CBP developed proposals to improve broadcast capacity of PBC Peshawar and D I Khan to cover FATA and Malakand. The desired equipment was identified and procurement is under way.

Work Plan Deliverable(s): 1 FATA Journalist training held

- Four members from the Media Cell were trained in the use of Factiva Research website. A representative from Dow Jones Singapore was the resource person and conducted the teleconference training.

**Translation of Interview of Mr. Jehanzeb Latif Director-Media Cell to Al Sharq Newspaper
(Courtesy: PAS US Consulate Peshawar)**

The Director of the FATA Media Cell, Jehanzeb Latif, while talking to Urdu daily newspaper, Al Ash-Sharq, said that the security situation has improved in the FATA and that the media should stop highlighting the small incidents and start highlighting the positive aspects. Terrorism is occurring everywhere but to declare FATA as a no go area is beyond understanding. The network of development work, for bringing the FATA areas into mainstream, politically, economically, is being expanded throughout the FATA as per the directives of the Governor of the NWFP. Development work is in progress in the FATA. Educational and health institutions are being opened, and roads are being constructed. However, newspapers are projecting terrorism activities more as compared to the constructive work being done. This is increasing tension and people are getting depressed although the situation is not so bad. For the past 60 years, the FATA has left alone and the government has not taken good care of these areas. However, this government is laying down a network of development work. The security situation in all the 7 agencies of FATA and 6 FRs has improved. There are some small incidents taking place in Bajaur and South Waziristan, however, people are worried about the drone attacks and the Government of Pakistan has taken a strong stance over this issue with U.S. People of the FATA have recognized their enemy and they understand that the government of Pakistan is our friend. Foreign elements are trying to further destabilize the situation and to divide Pakistan but their efforts will never succeed. He said that FATA would be brought in equally with other developed areas and development in FATA is necessary to eradicate militancy.

Regarding the development work in FATA, he said that the National Finance Council on June 8, 2008 in its meeting allocated Rs.8.64 billion under the Public Sector Development Program (PSDP) and this money is being spent on development projects in FATA. The number of colleges in FATA has been raised from 12 to 36 and new girl colleges and cadet colleges are being constructed and hostels are being established in every agency.

He further said that the FATA is not home to Taliban. People of the FATA are Islam loving but they are not the followers of Taliban and terrorists. They are patriots and they have proved it by volunteering to fight for the freedom of occupied Kashmir after Pakistan came into being.

- CBP facilitated a four hour workshop on the global trends and relevance of new media to USAID initiatives on June 23, 2009. Paul Goodman, STTA for the Information Communications Technology (ICT) delivered the training. 18 participants attended this workshop, including representatives from FATA CBP, the FATA Secretariat Media Cell, radio programs, anchor of independent TV channel, and three major telecommunications operators.
- CBP held a workshop on 'SMS - Short Messaging System' and its usage as a tool in communication and spreading the messages for CBP. This workshop was held at CBP Islamabad Office by Mr. Goodman on June 27, 2009. The workshop was attended by three representatives from radio programs including Step by Step, Voices of People, and Radio Buraq.
- CBP held a workshop on 'SMS - Short Messaging System' in communication and spreading the messages for FS and CBP. This workshop was held at CBP Islamabad Office by Mr. Paul on June 30, 2009. Director and four staff members of Media Cell and CBP Stratcom Specialist participated in the seminar. In this practical training, the presenter described the primary uses of SMS technology to support radio programming.

Work Plan Deliverable(s): 1 website of Media Cell developed (Planned for 7th Qtr)

- TORs and draft advertisement to develop Media Cell FS website was prepared. RFP will be advertised in the second week of July, 2009.

Work Plan Deliverable(s): 2 subscription established to an online library

- Subscription was established with Factiva online library for Media Cell FS.

Changing Scenario and its Impact on the Project

- In order to ensure change management and responsive to the ever changing scenario, some activities of the work plan are being proposed to be modified.
- “The development of technical proposal for FM to be implemented by other USAID partners” has been changed into, “Development of proposals and establishment of FM channels by CBP”. Now, CBP will develop the proposals and implement them to establish FMs in various parts of NWFP.
- “Proposal for establishment of Pashto TV channel” was found non-viable as it involved huge investments and recurring expenses. CBP has decided to eliminate this deliverable.
- The activity “MOU signing with other media outlets” for translation of these media outlets’ programs has been changed into “developing contracts with Pakistan Broadcasting Corporation” for airing CBP produced original programs.
- The activity “Develop feasibility for involvement of youth in sports” has been handed over to OTI.

Additional Deliverable(s):

- Director ICB held a meeting with Chief Secretary NWFP followed by a CBP team meeting with Secretary-Information, Government of NWFP, where possible support was extended to Government NWFP in Media and Communications.
- CBP extended logistical, administrative and staffing support to Emergency Response Unit (ERU) Government of NWFP.
- During the reporting period, Media Cell remained active in generating press releases on key burning issues. Media monitoring continued on a regular basis. News, articles, columns and editorials concerning FATA were being monitored and analyzed and reports were submitted to the ACS FATA
- Media Cell Team developed and revised IDPs Media Strategy under the guidance of ICB directorate of CBP.

Outlook for Next Quarter

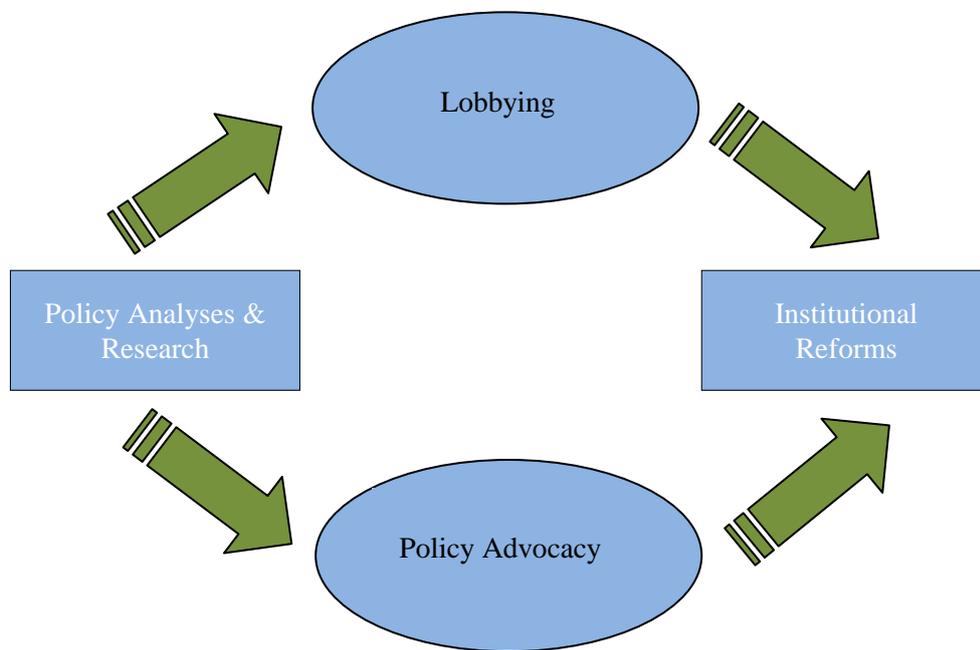
- Development of Media Cell website.
- Initiation of Production of two video and two audio programs.
- Initiating acquisition and translation of privately produced documentaries into Pashto.
- Training journalists from FATA.
- Establishment of radio stations
- Development and broadcasting of additional radio programs
- Translating Koranic Messages in Pashto
- Formation of media board.

COMPONENT G: IDENTIFICATION OF LONG-TERM CAPACITY NEEDS FOR FATA INSTITUTIONS

Overall Context

The raging insurgency and growth of militancy has assumed menacing proportions all over Pakistan, this is especially true in FATA and NWFP. Owing to the lack of capacity of Pakistani administrative structures and the lack of inertia to undertake policy reform in FATA, there is open opportunity for the militants to develop deep roots in Pakistani society. Militancy in FATA has intensified with the passage of time and the situation has become more complex. There is strong ground to believe the militants are encouraged by the vacuum of security in the region to create bases for insurgency which are weakly administered and comprise the Specially Administered areas in the Constitution. The situation in these areas compounds the government ability to administer as insecurity rips apart the very fabric of low capacity government institutions. This situation demands a re-look into the nexus between the Special Areas and the insurgency.

FATA CBP has been cautiously watching all strands of this predicament. In order to ascertain and to address the long term capacity needs of FATA and NWFP institutions, CBP has engaged a multipronged, yet logical, strategy. This is primarily based on policy analyses and research, lobbying and influencing policy circles and policy advocacy in the shape of reforms having profound and far reaching impact undertaken by CBP through the Director Institutional Capacity Building, Mr. Khalid Aziz both inside Pakistan and abroad. He is also the rapporteur for the Pakistan Institute for Legislative Development and Training which is preparing the final report on FATA Reforms to be submitted to Parliament and the political executive in July 2009.



Key Deliverable(s):

Based on this approach, CBP worked on bringing tribal areas reforms in two key areas:

- FATA Political and Administrative Reforms
- Civil Military Institutional Reforms

FATA Political and Administrative Reforms

Based on the ‘Proposal on FATA Reforms’ developed and presented by Mr Khalid Aziz, Director for Institutional Capacity Building, on October 16, 2008, further development was made in terms of analysis and lobbying. A series of consultative meetings were held with key stakeholders in order to assess the internal security situation in FATA and NWFP. It was brought forward that FATA is suffering from lack of representation, poor levels of empowerment, absence of human rights, deficit of systems to address grievances, and very low development indicators. In order to address these long-entrenched issues, CBP in consultation with the key stakeholders has put recommendations in four major categories: security, justice and legal rights, empowerment and governance, and development. The purpose behind this is to establish and strengthen the writ of the state by amplifying the legitimacy-loyalty nexus between the tribesmen and Pakistan. The project has come up with short term proposals which need to be implemented in the next six months to a year as well as the long term proposals to be implemented in the next three to five years.



This policy paper was further fine-tuned during the quarter and policy recommendations were framed. Deliberations and lobbying continued over the reporting period to gather the buy-in from the constituency at national and international levels. Some of the key obligations recommended in the paper are as follows:

- Pakistan should design and implement a comprehensive counter insurgency strategy which is holistic and not based on the vagaries of personalities. This strategy must be debated in the National Assembly and approved by it.

- Pakistan must undertake reforms of FATA to mainstream it by extending the Political Parties Act, extension of empowered local government, reform of the FCR and finally the merger of FATA into NWFP in two phases. In the first phase, the tribesmen will join the provincial assembly. In the next phase, they will come under the same provincial administration but within their own laws thus retaining their traditions.
- Pakistan must take all steps within its capacity to prevent tribal incursions into Afghanistan. For this purpose, agreed indicators must be developed.
- Afghanistan must accept the Durand Line as an international boundary.
- Long term strategic relationship needs to be fostered between the US and Pakistan by moving a bill in the US Congress and committing itself to Pakistan's economic growth and social transformation.

It is encouraging to share that quite recently, Pakistan Institute of Legislative Development and Transparency (PILDAT) has informed CBP that all key recommendations pertaining to FATA will shortly be shared with the Prime Minister of Pakistan and the Parliament. These recommendations would also be released to the national and international media for information dissemination.

Civil Military Institutional Reforms

During the quarter, CBP continued to work with the FATA Secretariat on promoting coordination between the FATA Secretariat, the Frontier Corps and the 11 Corps. Following the insurgency in Malakand and Swat and the subsequent increased military presence in these areas, along with intensification of military operations in FATA, CBP made concerted efforts to develop and endorse a concept paper for introducing a Civil Military Advisory Group (CMAG) charged with developing indigenous recommendations to synchronize governance, development and security activities so that the root causes of militancy are addressed. Preliminary discussions were held with the USAID and NWFP Government to ensure effective implementation of the Community Volunteer Security Program (CVSP). The underlying approach is to replicate a civilian-military management and planning structure for the execution of the NWFP Stabilization and Reconstruction Program (SRP) under the provincial authorities.

During the reporting period, CBP held frequent meetings with the National Defense University (NDU), National Management College (NMC) and National Institute of Public Administration (NIPA) to conduct regional conflict studies. This will provide the basis for institutionalizing indigenous solutions by capturing lessons learned and best practices for incorporation into the professional education of the security and civil services of Pakistan. Furthermore, it will cooperate in areas of security and legal reforms which will be undertaken by the Institutional Reform Unit in NWFP.

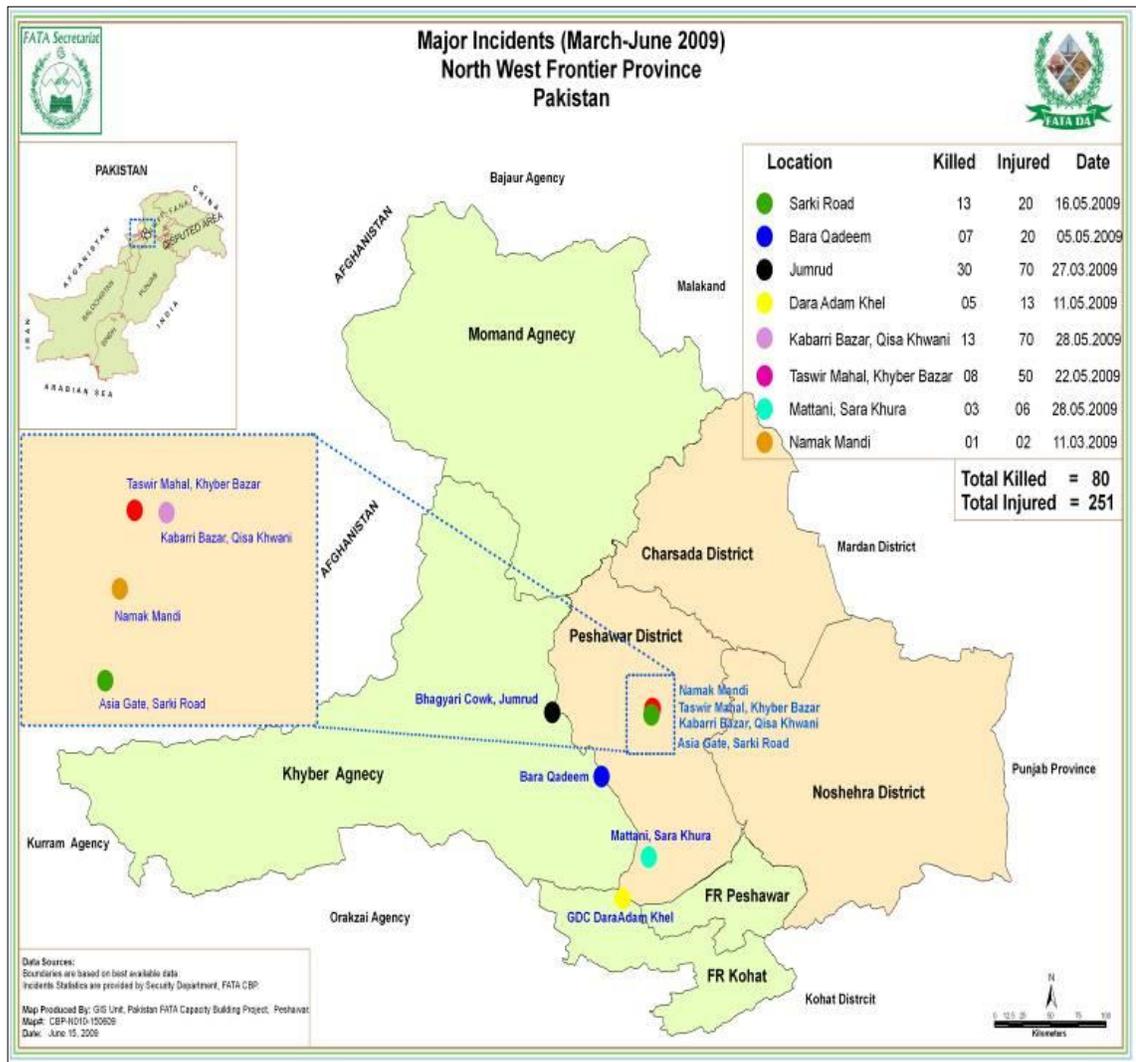
REPORT OF PMP INDICATORS ACHIEVEMENT MATRIX

Program Area	Phoenix Code	Program Element	BASELINE DATA		2009 (10/01/08 - 09/30/09)		Cumulative Achievements To Date		Component
			(FY)		Target 2009	Ach during period	Target Total	Actual Total	
			Base-line Year	Base-line Value					
2.2 Good Governance	A036	2.2.3 Local Government and Decentralization	F indicator: # of Sub-national Government entities receiving USG assistance to improve their performance						
			2008	0	36	45	36	45	24 sub-national entities in FS, 5 in FDA, 13 Political Agents and Assistant Political Agents, 3 with GoNWFP
			F indicator: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (W/M)						
			2008	0	1477	879	2192	1134	This includes 1023 from FS and 111 from FDA
			Custom indicator: Average score on the skills/knowledge/ability post-test of training participants						
			2008	TBD	20	46	20	46	Based on pre and post training evaluation score from 38 training
2.4.Civil Society	A044	2.4.1 Civic Participation	F indicator: # of CSOs using USG assistance to improve internal organizational capacity						
			2008	0	50	37	80	37	64 grants approved benefitting over 37 CSOs
			Custom indicator: Organizational Capacity Assessment Tool Score						
	2008	TBD	20	0	20	0	Module developed and strategic planning of 6 CSOs planned in July'09		
	A045	2.4.2 Media Freedom	F indicator: # of government media relations staff trained with USG assistance						
2008			0	25	25	50	25	"global trends and relevance of new media", 'SMS', Factiva website"	
Custom Indicator: # of TV and Radio programs produced									
			2008	0	450	280	1050	280	'Kadam Pa Kadam', 'Da Ulas Ghag' and 'Amn' Radio programs
2.5 Security Sector Governance	A04	2.5.2 Civilian Management and Oversight	Custom indicator: # of development projects implemented as result of CMC working group efforts						
			2008	TBD	10	3	10	3	3 projects including restoration of 2 DWSS and electric cabling in Bajaur approved and implemented

SECURITY AND PROJECT MANAGEMENT

Security Assessment

- ◆ During the month of April, NWFP and FATA recorded 15 incidents which is less than the previous months. It was assumed that militants were waiting for the outcome of the final agreement with Government regarding Sharia Law in Malakand and Kohistan areas. In Peshawar and Islamabad, it was relatively calm. However, the general security situation in FATA and NWFP was tense, bordering on unstable, as military operations were picking up momentum.



- ◆ During the Month of May, the lull over February, 2009 to April, 2009, presented an opportunity for the militants to regroup and reassemble their forces. Over 150 incidents in NWFP and FATA were reported which included a large number of suicide bombers, the targeting of a cinema in Peshawar and various attacks on military check posts. Military operations targeted six of the seven districts which were supported by the local populace and the majority of the Pakistan political parties who condemned the militancy and supported ongoing military actions. According

to government sources more than 1,100 militants were killed in military operations and as stated by the UN more than 1.4 million people were displaced. The general security situation in FATA and NWFP was unstable. A number of NGO which included UN organizations suspended activities in NWFP due to threats received by Tehrik-e-Taliban (TTP) to close down its operations.

- ◆ During the month of June, the Pearl Continental in Peshawar was attacked when a suicide bomber detonated his explosive laden vehicle in the parking area of the hotel. Eleven people including two internationals were killed and over seventy others were injured. Amanullah Malik, a CBP staff member was staying at the hotel when the explosion occurred. He received severe wounds and was relocated to Islamabad. He reported back to work on July 1, 2009. A number of police check posts in and around Peshawar were targeted by militants. Clashes also occurred on Khyber, Ring and GT roads during this period. The Corps Commanders residence (beside the PC) was also targeted despite the tight security surrounding this location. In order to address such a situation, a large presence of security forces check posts were set up with a noticeable increase in Islamabad and Peshawar.



Security Arrangements

- ◆ CBP security team continued to support the project in both Islamabad and Peshawar. The team regularly monitored the incidents that impact CBP Project right across Pakistan and work through options to mitigate against harm to staff as well as maintain project continuity. Intelligence and situation reports continued to flow in from CBP Agency Field Coordinators and other security sources. In addition, CBP received security analysis from Garda World, Unity Resources Pakistan, United Nations UNDSS and USAID. These reports assisted CBP Security Advisory team when implementing security restrictions or movement of staff. CBP decided that it would continue to operate in both Peshawar and Islamabad with International and National staff. The presence of the International staff will continue in Peshawar, be it on a “priority task basis” which is not only positive for the project but also helped in building morale of the national staff.
- ◆ CBP selected Personal Protective Equipment (Body Armor) and the desired consignment is expected by August, 2009. The communication package was also selected which includes a base station and Ultra High Frequency (UHF) equipment for Peshawar and Islamabad. This equipment will allow CBP to communicate with drivers, static guards and convoy teams within the city limits. The armored vehicles are still awaited and once these are in country, and drivers trained, it is expected the frequency of visits by international project staff to Peshawar will substantially increase. CCTV Cameras are being made operational in CBP Islamabad and Peshawar compounds, CBP Khyber Office and Media Cell in Peshawar. International and National security staff training continued and regular security briefings occurred in both Peshawar and Islamabad.

Project Management

- During the reporting period, two international Long Term Technical Assistance (LTTAs) and 18 national LTTAs joined the CBP team. By the end of June, 2009, the total strength of CBP was 95. Thirteen international Short Term Technical Assistance (STTAs) and 10 national STTAs assisted the CBP team.
- Yassica Ferrer joined as Operational Manager and started work with the support team including IT, HR, Procurement and Administration.
- USAID approved CBP's Annual Work Plan; Annual Budget and Performance Management Plan.
- CBP generated progress reports and updates on a regular basis and shared them with the concerned quarters.
- Islamabad staff house and the Media Center in Peshawar office are now fully functional.
- CBP made negotiation for additional office space for Peshawar. Likewise, Islamabad Office Guest House accommodation was finalized.