

MEMORANDUM

TO: Tariq Lurrani, USAID/RDD
FROM: Richard English, KDADE *Richard English*
DATE: 13 July 1992
SUBJ: Request for assistance to schedule meetings

In connection with my TDY on the Privatization of the Kala Dhaka PCU/TAT, I will be coming to Peshawar on Thursday, 16 July and staying until the late afternoon of 19 July. I would be grateful for your assistance in arranging a number of meetings for me while I am in Peshawar. The purpose of these meetings is to discuss institutional and implementation options for privatization with as many concerned parties -- USAID, GONWFP, Contractors and NGOs -- as possible. The following is a suggested schedule, and I leave it to your discretion to rearrange this schedule according to the availability of the parties.

Thursday, 16 July

1030 Tariq Durrani and Hank Schumacher, USAID/RDD
@ USAID, Peshawar

1200 Javed Masjid and David Smith, SRSC
@ SRSC

1430 Douglas Grube, Coverdale
@ Coverdale

Saturday, 18 July

0800 Adnan Bashir, Chief SDU
@ SDU

0930 Khalid Aziz, ACS
@ P&D

(Meetings with other GONWFP officials as determined by USAID and

recommended in meetings above)

Sunday, 19 July

0900 Representative, UNDCP
 @ UNDCP

1030 Tariq Durrani, USAID/RDD
 @ USAID

1300 Michele Taymenn, Swiss Development Corporation
 SDC Office (Swabi/SCARP)

1530¹ Representative, GTZ/IRDP, Mardan
 GTZ Office, Mardan

I will be in Islamabad on 20, 21 and 22 July where I have meetings with the CIDA Small Projects Office and EDC. Would you please arrange for an introduction to someone with the Trust for Voluntary Organizations (TVO) with whom I can set up a meeting once I get to Islamabad.

From Islamabad, I will return to Mansehra where I will write up my findings for submission to your office on Sunday, 26 July. I would appreciate an opportunity to discuss my findings with you before I depart Pakistan on Monday, 27 July. Given the short duration of this TDY,¹ I will consider this write-up as a provisional document. I have agreed with Frank Pavich to provide him a copy of this document when I return to the US (on or about 1 August). I will incorporate any additional comments that you and Frank might have into a final report that I can have to you by the end of August.

Thank you for your assistance.

CC: RBScott

¹ I am not sure of the location of the SDC office. I will be travelling from Peshawar to Islamabad on 19 July and I would appreciate that these meetings be arranged so that I am moving in the direction of Islamabad, and not retracing my route back to Peshawar.

² I am also working with Dick Scott on an evaluation strategy for KDADP Community Participation activities.

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TRAINING RESOURCES GROUP



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POLICIES WORKSHOP
1990

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TRAINING RESOURCES GROUP

June 14, 1990

Mr. Frank Pavich
Chief
Rural Development Division
Office of Agriculture and Rural Development
USAID
Islamabad, Pakistan

Dear Frank,

Please find 10 copies of the report on the Kala Dhaka Policies Workshop enclosed in the DIL package.

I apologize for the lateness of the report; my time between trips is so limited that it is difficult for me to take care of all that needs doing.

The report on the Kala Dhaka Start-Up Workshop is written and will be sent to the printers soon. You should have it sometime in July, maybe before.

Hope all continues to go well and that your time in the USA was relaxing. Did you have a chance to talk with anyone from TRG?

Please give my regards to everyone.

Sincerely yours,

A handwritten signature in dark ink, appearing to read 'Tom' with a stylized flourish.

Tom Leonhardt,
Senior Training Consultant

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Acknowledgements

Many individuals deserve special mention for helping the consultant to carry out his scope of work:

Frank Pavich, John Tucker, Ghaffar Mohmand, Sohail Malik, and Tariq Durrani of the Division of Rural Development, Office of Agriculture and Rural Development.

All of those people who were willing to take time from their busy schedules to share their concerns, preoccupations, and information about the Kala Dhaka Project with the facilitator.

Thanks to Rauf Khan and Mehdi Zaman for their invaluable logistics and secretarial help in setting up the workshops.

Thanks also to all the other Americans and Pakistanis who supported me with encouragement and positive reinforcement during my stay in Pakistan.

Persons Contacted

Frank Pavich, Chief, RRD, O/ARD, USAID/Islamabad
John Tucker, Deputy Chief, RDD/Peshawar
Tariq Durrani, Project Officer, RDD/P
Sohail Malik, Project Officer, RDD/P
Ghaffar Mohmand, Program Specialist, RDD/Islamabad
Zahid Noor, Engineering Advisor, O/ENG/Islamabad
Muhammad Yousaf, Project Manager, Kala Dhaka Project
Richard Scott, Chief of Party, DAI Technical Assistance Team
Jamshed Hasan, Chief Engineer, O/ENG/P
Hifzur Rehman, Director General, LG&RD, GONWFP
Lynn Carter, Consultant, USAID/P

EXECUTIVE SUMMARY

From 13 to 15 March 1990, the Kala Dhaka Project Policy Workshop was held at the Serena Hotel, Saidu Sharif, Swat.

The overall purpose of this workshop was to discuss issues related to project policy before the actual project Start-Up Workshop was held. Issues discussed at this meeting were addressed by recommendations formulated by the participants, and will serve as a policy foundation for later project activities.

Twenty-two participants from the Government of Pakistan (GOP), USAID and the Technical Assistance Team (Development Alternatives, Inc.) met for two and a half days to work in small groups and to discuss their findings in plenary sessions. The participants addressed a total of 8 issues and formulated recommendations for orienting sectoral plans for future activities in those sectors in which the project will be active.

The outcomes of the workshop may be summarized as follows:

1. Concrete agreements about project policy issues were reached by the participants.
2. Action plans for future activities were formulated and a time table was drawn up for the most immediate concerns
3. Project implementors were able to draw upon the vast reservoir of knowledge provided by the participants (lessons learned from past area projects as well as regional expertise) to help the project solve upcoming problems.
4. Specific recommendations for orienting sectoral activities were formulated

Judging from the remarks on the evaluation questionnaire, the workshop can be deemed a success. Recommendations concerning future activities are:

1. The Start-Up Workshop should be held in Abbottabad so that Line Agency directors can attend.
2. Immediate action should be taken to get funds for the Project Management Unit so that it can begin activities.

A Background and Context

During a technical assistance visit to USAID/Pakistan in August of 1989, Mr. Lee Jennings of Training Resources Group developed, with input from a long list of players, a report outlining the concept of a "three year regional development workshop." His visit took place under the auspices of the newly created Rural Development Division (RDD) of USAID/Islamabad's Office of Agriculture and Rural Development, (O/ARD). This new RD Division is responsible for the management of area development projects (ADPs) and for managing the mission's poppy eradication programs. The Rural Development Division, under the directorship of Mr. Frank Pavich, has been focusing its thinking on how to transfer ownership and management of these projects to the GOP.

The primary objective of this three year workshop process is to "assist USAID and GONWFP to attain the common objective of transferring the implementation of the USAID development projects in the Federally Administered Tribal Areas (FATA) and the North West Frontier Province (NWFP) to the GONWFP or other appropriate GOP institutions. The workshop process is also to be designed to help build government institutions and capabilities to plan, run, monitor, evaluate and own these projects: while at the same time helping the RDD improve their overall management of USAID Area Development Projects in Pakistan."

Mr. Jennings's Scope of Work (SOW) also called for him to discuss with area officials the concept of conducting several activities, i.e. Team Planning Meetings and Start-Up Workshops for the Tribal Areas Development Project II. The agreement which would allow this follow-on to the TADP I was not signed, and so the aforementioned activities never took place.

In the meantime, the GOP and USAID signed an agreement to begin the Kala Dhaka Area Development Project. The RDD contacted TRG requesting assistance in carrying out a Team Planning Meeting (TPM) and a Start-Up Workshop for this new KDADP. Purchase Order number 391-0485-0-00-0760 was issued by the Contracting Officer for the following SOW. (See annex A for a complete SOW). The facilitator would:

- Develop common objectives through workshops for the economic improvement of the Kala Dhaka area
- With USAID and GOP officials and members of the Technical Assistance Team, discuss the three year workshop methodology for the region
- Coordinate and run a team planning meeting for key project stakeholders

- Coordinate and run a project start-up workshop
- Assist in conducting the Market Town Analysis Workshop
- Prepare a report

Upon arrival in Pakistan, the nature of the Team Planning Meeting was revised somewhat. GOP and USAID officials felt that during this initial meeting, policy issues concerning the overall philosophy and management of the project needed discussion. After listening to their concerns the facilitator agreed that there were a number of these policy issues which should be debated before the Start-Up Workshop took place. Therefore the facilitator planned this initial project policies workshop for the KDADP instead of carrying out the original scope of work item number 1.

This project policies workshop for the KDADP will also serve as a "pilot" or "model" workshop for the type of activities that will take place during the three-year workshop methodologies process. It is typical of the kinds of "where-are-we-now" meeting which will help project players identify, examine and address critical project issues. The workshop will be followed immediately by a regional planning workshop which is typical of the kind of skill building course that will help project implementors improve their project planning, implementation, and evaluation skills.

B Preworkshop Activities

Before the workshop, the facilitator was able to interview 10 participants. The objective of these interviews was to collect concerns and issues that the project actors and stakeholders have about the Kala Dhaka Area Development Project.

Unfortunately, many of the principal GOP officials who will be involved in the project were not available for interviews before the start of the workshop. Nonetheless, during the workshop session on issues, those concerns which had been discussed during the interviews and presented by the facilitator at the workshop were validated by the participants as being the critical issues needing discussion.

Upon completion of the interviews, the facilitator reviewed all the data and information and arrived at 18 issues. (See annex E for issues) Each issue was framed and discussed with Mr. Frank Pavich. Mr. Pavich in this instance acted as a one man steering committee since other critical players were not available just before the opening of the workshop. He assessed the appropriateness of the issues which had been raised during the interviews and added several of his own concerns as well. All 18 issues were put on flipchart.

C Workshop Activities

DAY 1

The Kala Dhaka Project Policy Workshop was opened on March 13, 1990 at the Serena Hotel, Swat, by Frank Pavich, Chief RDD, USAID, and by Baz Mohammed Khattak, Deputy Commissioner, Mansehra and Kala Dhaka Project Director.

Both speakers stated that they hoped this workshop would help to "iron out some of the issues which usually confront a development project as it begins its implementation phase. Each speaker welcomed the participants to the workshop and wished them well in their endeavors.

After the opening the workshop facilitator gave an introduction to the workshop, asking first for the participants to introduce themselves by stating name, title and organizational affiliation. (See annex B for a complete participant list). The facilitator gave some background information on the concept of the start-up workshop, stressing that it assembles key players and stakeholders to resolve issues facing the project and that it is an action-orientated process ending with recommendations and an action plan.

The workshop participants were also apprised of the fact that this policy workshop introduces a series of workshops which will help to guide project activities over the life of the project. Actors and stakeholders will be brought together at regular intervals to check on project progress and also to learn more about project management. The ultimate objective of this process will be to transfer ownership and management of the Northwest Frontier Projects to the GOP.

After presenting workshop objectives (see annex C for workshop objectives) the participants discussed the daily agenda and agreed to shorten the tea and lunch breaks in order to finish early. (See annex D for workshop agenda). Workshop norms were discussed and those norms which had been proposed by interviewees were complemented by the participants. The last activity of this introduction was a discussion of "success criteria" for the workshop. During interviews, the facilitator asked what needed to happen during the workshop in order for it to be judged a success. Many of the interviewees responded to this question by saying that if major issues were addressed and roles and responsibilities defined, the workshop could be deemed a success. Once again, the facilitator asked participants if they would like to add any success criteria to the list.

Following a break, the workshop moved into the information session.

The Information Panel

In order to provide workshop participants with a knowledge base for the KDADP and the region itself, an information panel was scheduled as part of the program. Four panel members contributed from their areas of expertise.

Dr. Lamar Robert (Payap University Thailand), spoke about the lessons learned in poppy eradication from that country. (Remarks can be found in Appendix F-1). Mr. Tariq Durrani of USAID gave an historical perspective to the Kala Dhaka Project, going back to the 1970's. This allowed the workshop participants to have a clear idea of how the project fits into the existing USAID portfolio of projects. Mr. Richard Scott, Chief of Party for DAI (Development Alternatives, Inc.) spoke to the participants on the role of the technical assistance team. His remarks can be found in Appendix F-2. Dr. Mohammed Ayaz Kahn, independent consultant, formerly of the Army Engineering Corps, gave a detailed profile of the KD region based on his experiences there while building a road. His remarks were followed by a magnificent slide show of the region. The participants asked many questions of Dr. Ayaz, and these can be found in Appendix F-3 along with Dr. Ayaz's responses.

After the question and answer session, the facilitator presented the data and information which he gathered during the interviews. (See preworkshop activities). Eighteen issues, each on flipchart paper, were hung around the workshop room and participants were asked to read each one carefully and then select six which he/she felt were a priority to be addressed during the workshop. Participants voted by marking the appropriate issue with an "X". As final remarks, the facilitator stated that on day 2, there would be two rounds of discussions held in small groups, each followed by plenary sessions designed for reaching consensus on the issues and for developing recommendations to address them.

Day 2

After clarifying the process, the participants, who had been assigned to groups based on their areas of expertise and interest, were asked to discuss their issue and develop recommendations for addressing each concern. The work in small groups lasted until the break, after which the facilitator reconvened the participants in plenary session. Lively debate followed each groups' presentation, and the participants were able to arrive at a consensus. Agreements were recorded and recommendations for future action noted.

After lunch, the same procedure was followed with the exception that the participants were allowed to choose their own issue. They were asked to try and balance the groups from the point of view of USAID/GOP and interest/expertise. This proved to be a satisfactory method for getting people into working groups.

Group members and discussion points for each issue as well as recommendations can be found in annex G for rounds I and II of this activity.

Day 3

The first half of the morning of day 3 was spend in working groups discussing the various sectoral activities which are to be part of the project's work plan. The participants' task was to provide recommendations for orienting the projects initial activities in that particular sector: agriculture, forestry, health, education/training and roads. Once again, participants were allowed to sign up for their particular area of interest. Discussion in plenary followed the small group work, and agreements were reached concerning start-up activities for the various sectors. Sector issue papers had been prepared by the Chief of Party of the Technical Assistance Team and served as a basis for small group work. (Sec Appendix I).

During the second half of the morning, the participants worked on an action plan for addressing the most immediate concerns of the project. After some initial discussion, it was agreed that the Project Management Unit (headed by the Project Manager) needed an immediate infusion of funds to begin activities. The participants agreed to some action steps for meeting this need and appropriate actors designated with dates for completion. These can be found in Annex G.

D. Outcomes

The Workshop had several specific outcomes:

- 1. Key project actors had a chance to avail themselves of the collective expertise of a distinguished cast of personalities: former project directors, present project directors, chief of the RDD office, project officers from USAID, one expert on the Kala Dhaka region, and many GOP officials. The group was also fortunate to have a rural development expert from Thailand on hand to share his wisdom and experiences on poppy eradication projects in that country. Lessons learned from on-going and former USAID projects proved to be a most valuable resource.**
- 2. During the working groups, the participants had the opportunity to share with each other. Many of the workshop's participants are separated from each other both geographically and bureaucratically, and the workshop provided the perfect chance for them to compare notes on their activities. The workshop gave the Kala Dhaka project personnel an occasion to "network" and to become aware of the resources that are available to them when they need assistance with project activities.**
- 3. Concrete agreements about project policy were reached by the participants. Basing their discussions on the framed issues, and then sharing their observations and recommendations in plenary, allowed the participants to reach a mutual understanding of what the issues are and how they might be addressed. The recommendations and agreements recorded in this report will form the policy basis for managing the project and will also serve to orient project staff when they begin implementing activities.**
- 4. Recommendations for orienting future sectoral activities were also formulated. Discussion papers had been developed by the COP (Chief of Party) on each of the sectors in which the project will work: agriculture, health, education, roads, and forestry. During the last day of the workshop, the participants made recommendations concerning how activities for these various sectors might be integrated into a coherent work plan for the project.**
- 5. Recommendations for immediate future action and a time table for carrying out these recommendations were also drawn up by the participants. Several concerns needed to be addressed immediately by the project staff, and during the last morning of the workshop, various tasks were assigned to key players which would help resolve these problems as soon as possible.**

E. Evaluation

At the conclusion of the workshop, the participants filled out an evaluation questionnaire. Since this activity represents the first of a series of workshops, the facilitator stressed the importance of taking time to answer the questions. The participants' responses would be used to help orient future workshops. (See Appendix H).

Concerning the achievement of the workshop's objectives, the following ratings were noted:

Objective One (Getting acquainted with other project actors): 4.4
Many participants commented that this was an excellent opportunity to get to know others related to the project.

Objective Two (Information on Kala Dhaka Project and Region): 4.0
Participants wanted more information on the region and on the parameters of the project.

Objective Three (Discuss issues and formulate recommendations): 4.0
Participants thought that the issues had been well defined.

Objective Four (Examine sectoral plans): 3.3
The least amount of time was devoted to this activity and participants wanted more discussion of sectoral plans.

Objective Five (Develop action plans): 4.0
This activity was at the very end of the day three and participants felt that it needed more time.

1. "What do you think was the primary benefit of the workshop?"

Participants responded:

"Gained a lot of new information"

"The collective work and team spirit; consensus; listening to others"

"Better understanding of the problems; cleared up grey areas."

"Problem solving orientation and health discussion."

2. "What workshop activity could have been done better?"

"Action plans for next steps could have been dealt with more thoroughly, however we were tired at the end of two days." Many participants cited that the information on Kala Dhaka Region and the project parameters were not sufficient. Some wished that they had been provided with materials beforehand.

3. "Do you believe there are unresolved issues which should be dealt with in follow-up activities?"

The majority of the participants stated that the funding mechanisms for providing the Project Management Unit (PMU) with start-up funds was the primary issue which needed to be addressed immediately. Other stressed that the PMU should be set up as soon as possible in order to get project activities underway.

4. Comment about workshop arrangements and accommodations

The range of comments was from very positive to adequate. "I enjoyed this much more than others... It moved along well, dealt with relevant issues and stayed on track."

*"Nice arrangements and a nicely conducted workshop."
"Fairly good accommodations; so-so; adequate."*

Several of the participants felt that the workshop should have been held in Abbottabad. This would have allowed the line agency directors to attend more easily. Only one was present. Trainer note: This recommendation will be followed for the Start-Up Workshop whose venue was changed from Swat to Abbottabad.

Due to a typing error, final comments to the facilitator did not appear on the evaluation questionnaire.

During an informal evaluation discussion, the participants stated that they felt the workshop had been a success. The objectives had been achieved. The facilitator remarked that the level of interest had been high, and that the participants were actively engaged in the process. For the most part the discussions were focused on the issues, and there was genuine interest in trying to address the most important concerns.

F. Conclusions and Recommendations

1. Workshop

Conclusion: Attendance on the part of GOP officials was less than hoped for.

Recommendation: Effort should be made to get the invitation letters out to the participants at least 30 days before future workshops.

Conclusion: Participants felt that some background material would have helped them focus on the Kala Dhaka region and the special nature of the project.

Recommendation: Try and include some reading material in the invitation letter.

Conclusion: The pre-workshop interviews were heavily weighted on the side of USAID officials.

Recommendation: Efforts should be made to schedule formal appointments with appropriate GOP officials well in advance of the facilitator's arrival in-country.

Conclusion: Participants were confused about logistical and per diem arrangements concerning their stay at the workshop site.

Recommendation: Possibilities for financing participant attendance at future workshops need to be studied carefully so that participants are apprised well in advanced of the conditions of their stay.

Conclusion: Workshop participants expressed the need to have more detailed information about the Kala Project during the information sharing session of the workshop.

Recommendation: Panel members should be adequately briefed ahead of time so they can prepare their presentations. The facilitator needs to make sure that the presentations will provide adequate information about the project so that all participants will share the same information base.

Conclusion: The participants felt that two sessions of the workshop (Defining sectoral activities and developing future action plans) had not been allotted enough time.

Recommendation: Sessions undertaken in the context of the workshop should be given sufficient time for discussion of relevant issues or development of next steps. Start-up workshops need a full 3 1/2 days.

2. Future Activities

Conclusion: Support for the three-year workshop methodology seems to be in place.

Recommendation: Hold a brainstorming session for concerned officials the objective of which would be to examine a possible global strategy for carrying out the process.

Recommendation: Examine the possibilities for carrying out an extensive assessment of training needs for future participants who will be part of the 3 year workshop methodology process.

Recommendation: Study the possibilities and implications of long term support for such an effort.

Recommendation: Conduct a lessons-learned session the objective of which would be to examine how the two "model" workshops went so that future activities might benefit from those experiences.

Annex A
Scope of Work

Under the terms of this Order, the Contractor shall provide the services of a qualified Senior Trainer to provide technical services to USAID and to the Government of Pakistan in developing common objectives through workshops for the economic improvement/development of the Kala Dhaka area in Pakistan.

As such, the Trainer shall work under the technical directions of the USAID Project Manager assigned to the Office of Agriculture and Rural Development, USAID/Islamabad. Specifically, the Trainer shall meet senior level GOP/Government of Northwest Frontier Province (NWFP) officials in Pakistan and with members of the USAID staff and the Technical Assistance (TA) Team to discuss the concept of a three year regional development workshop. As a result of these meetings, the Trainer shall give strong consideration to the inputs and commitments received and will use the results of these meetings as a guide in developing a scope of work for these workshops.

The Trainer shall:

1. Coordinate a team meeting of the major stakeholders (GONWFP), USAID, and TA personnel in the Kala Dhaka Area Project to set forth a plan for the development the Kala Dhaka area. It is anticipated that this coordination meeting shall require three days of effort.
2. Coordinate and implement a start-up workshop during the third week of March, 1990 to discuss the process and all facets of rural development in the Kala Dhaka area in implementing the Kala Dhaka Project with the different line agencies involved in the developmental process, and
3. Conduct a workshop entitled Market Town Analysis Workshop in association with a senior training expert provided by the USAID project manager. This workshop will provide orientation in regional planning principles and procedures to all concerned officials in order to encourage rational planning.

Upon completion of the effort set forth hereunder, the Trainer shall prepare a report of his/her experiences, discussions, accomplishments and recommendations. The report shall be submitted to the USAID Project Manager. As an addendum to the report, the Trainer shall submit a proposed scope of work covering long-range workshop activities which will enable the GONWFP to conduct development activities independently. Guidance for the preparation of this scope of work shall be provided by the USAID Project Manager.

Annex B

List of Participants

Name

Title

GOP

Adnan Bash	Deputy Commissioner, Swabi
Khizar Hayat	Project Director, Gadoon Amazai Area
Abul Ahad	XEN, C&W, Mansehra
Baz Mohammad Khattak	Deputy Commissioner/Project Director, Kala Dhaka
Ghulam Dastgir	Deputy Commissioner, Mardan
Muhammad Yousaf	Project Manager, Kala Dhaka
Amjad Ali Khan	Chief, Special Development Unit, P&D Dept.
Iqbal Kidwai	Deputy Project Director, DIR

PRIVATE

Mohammad Ayaz Khan	Consultant, Ghandara Industries
Iqbal Niazi	Consultant, Islamabad

DAI

Richard Scott	Chief of Party
Richard Smith	Project Back Stop

PAYAP UNIVERSITY THAILAND

Dr. Lamar Robert	Professor, Payap University, Changmai
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USAID

John W. Tucker

Deputy Chief, RDD, Peshawar

Frank R. Pavich

Chief, RDD, Islamabad

Ron Senykoff

**Agricultural Development Officer, USAID,
Islamabad**

Tariq Durrani

Project Officer, TADP

Sohail M. Malik

Project Officer, NWFADP

Zahid Noor

Engineering Advisor, O/ENG, Islamabad

A. Ghaffar Mohmand

Program Specialist

Naveed A. Sheikh

Engineer, O/ENG, Islamabad

Sadaqat Ali Khan

Project Manager, NWFADP

Jamshed Hasan

Chief Engineer, O/ENG/Peshawar

Annex C

Workshop Objectives

1. Become acquainted with other project players and stakeholders
2. Exchange current information about the Kala Dhaka region and project
3. Discuss relevant project policy issues and formulate recommendations for addressing these issues
4. Examine project sectoral plans and formulate recommendations for the orientation of future activities.
5. Develop action plans for next steps and for Start-up Workshop

Annex D
Schedule

Day 1

- 8:30** **Opening (USAID and GOP)**
- 9:00** **Introduction to the Workshop (Facilitator)**
- 10:00** **Break**
- 10:30** **Sharing Project Information (Panel)**
- 12:30** **Lunch**
- 2:00** **Sharing Project Information (Question and Answer)**
- 3:15** **Break**
- 3:45** **Overview of the Issues (Facilitator)**
- 4:45** **Prioritizing the Issues**
- 5:00** **Close**

Day 2

- 8:30** **Opening**
- 8:45** **Discussion of Key Project Issues (round 1)**
- 10:15** **Break**
- 10:45** **Presentation of findings and recommendations**
- 12:30** **Lunch**
- 2:00** **Discussion of Key Project Issues (round 2)**
- 3:15** **Break**
- 3:45** **Presentation of findings and recommendations**
- 5:00** **Close**

Day 3

8:30 Opening

8:45 Discussion of sectoral plans

10:15 Break

10:45 Presentation of findings and recommendations

12:30 Lunch

1:30 Next steps and evaluation

2:00 Closure

Annex E

Issue 1 - Existing Political Structures and Other Organizations Working in the Area

The KDP will not be implemented in a political vacuum. Already in existence is the KD Development Office (housing 3 staff people) which has already implemented a series of subprojects and schemes in the region. It depends on the LG&RD office. There is also a political structure in place: a deputy commissioner, MNA < MPA, political tehsildar stationed in Oghi. The project manager is a former assistance commissioner.

1. What should be the fate of the KD Development office? What role should it play?
2. Should PVOs and other organizations be implicated in the implementation of the project? If yes, how and to what extent?
3. How will the project fit into the existing political structure?
4. How will the deputy commissioner be kept apprised of and involved in project activities.

Issue 2 - Decision Making

Decisions made on an ad hoc basis create problems and confusion; decisions made arbitrarily at upper levels of project management which concern field level activities can create resentment. Situation decision making authority at the correct level is crucial to the smooth running of the project.

1. How will project decisions be taken? (collaborative? unilaterally?)
2. Who will be responsible for what decisions?
3. Is there a distinction between political and project decisions?
4. What role will the annual plan play in decision making?

Issue 3 - Overall roles and responsibilities

Many participants interviewed posed the questions, "Who is responsible for what?" For a project as complex at the KDP, it is important to begin defining and clarifying broad areas of responsibilities for the project players. This is essential for many reasons, but one of the most important is to void overlapping areas of responsibility -- duplicated efforts are a waste of money

and can lead to frustration. Once these areas of responsibility are defined and consensus is reached, the project will have an easier time moving forward.

1. What are the appropriate areas of responsibility for the GOP? TAT? USAID? Local population?
2. Who is going to be responsible for executing the subprojects?

Issue 4 - Project Organizational Chart

1. How should supervisory and advisory lines be drawn in order to maximize project efficiency?

Issues 5A and 5B - Overall Project Definition and Approach

KDP, because of its earlier history, might still be considered by some as a "roads project". Road building is just one component of this rural development project which has other important aspects as well.

1. How can the infrastructure aspects of the KDP be successfully integrated with the project's other components?
2. What kind of project is the KDP?
3. What does it hope to achieve? What is its purpose? Its objectives? Vision? What are realistic expectations in terms of fundings levels? What can be expected given the realities of the region?
4. How is development being defined in terms of the KD region?

Once the project has been "defined", careful thought must be given to its approach. The definition will, to a large extent, determine the "style" or "approach" that those who implement the project will use when carrying out the project's activities.

1. What is the appropriate "approach" for the KDP?

Issue 6 - Selection Criteria for Sub-Projects

Many participants interviewed expressed concern about how project resources will be allocated for funding the subprojects. Knowledge of selection criteria is limited and many were unaware of how the criteria will be applied. It appears there are also factors and considerations which intervene to "circumvent" the selection process (i.e., the need to spend money quickly or certain political realities). Several interviewees wondered

if the GOP had formal selection criteria and is so what are they? Most were anxious that the project establish an equitable method of allocating funds to the 5 different tribal areas and to the different sectors.

1. What are the management implications of having (formal) selection criteria for funding subprojects?
2. How are political realities balanced against socio-economic and sector needs?
3. How does the project guarantee equitable distribution of funds?

Issue 7 - Sustainability (Institutional and O&M)

The project will be concerned, in the early phases of its implementation, with having an immediate impact. This will be demonstrated by undertaken quick, highly visible activities designed to show the local population that the project is "serious". Nonetheless, the project must also be committed to institutionalizing project management capabilities: line agencies should be involved from the beginning in any project activities. Thus, a balance must be struck between these two project requirements, i.e. the need to get commitments from those line agencies and local authorities involved to make sure that sustainability is considered at the start as an important component of the project while at the same time achieving visible results.

1. How do you reconcile these two important priorities?

Another sustainability issue is the question of O&M

2. Once the project is over, who will assume the O&M costs of the structures?
3. Can cost comparisons be made before embarking on certain subprojects to make sure they are not more expensive in the long run than other alternatives?

Issue 8 - Communication

Proper communication, the flow of information and data up and down the project structure, is essential for several reasons: rational decision making, involving project players, getting a "true picture" of what is really happening at the various echelons of the project.

1. How will the project implementors ensure effective communication among the many project players? (individuals and institutions)

Issue 9 - Funding and Finance

A project such as the KDDP needs to have funding mechanisms which are flexible and which will allow rapid disbursement of funds for implementing and subprojects. Project beneficiaries will not understand slow and complicated procedures (either AID's or the GOP's), and the project risks incurring a certain amount of resistance and problems if complicated rules and regulations govern the disbursement of funds.

1. What options are available for rapid and flexible disbursement of funds directly from project headquarters?
2. How will project personnel at the various levels be initiated into the rules and regulations of USAID finance (disbursement)?

Issue 10 - Beneficiary Participation

In the past, some projects operated in such a way as to make the local population into passive recipients of project outputs. This mentality, once ensconced, is difficult to change later on. There are many questions posed by this issue of popular participation:

1. What are the constraints and facilitating factors to community participation in the KDP?
2. Given that the KD region is a special area (geographically and politically), how will community participation be defined?
3. How much can the community realistically be expected to contribute in terms of resources?
4. A recent newspaper article stated that KD inhabitants expect to be directly involved in any decision making process involving their area. Is this possible? How will this happen?
5. The community should benefit from the project, not specific individuals. How can this be accomplished when pressure from individuals, particularly those influential in the community, is strong and often hard to resist?

Issue 11 - Late Start-up

The project is late in starting up. So far, there has been no procurement of commodities, no office space has been rented, and the technical assistants not hired because there is nothing for them to do. Specifically, the agriculture technician is not on board and so any hope of getting demonstration plots going for this growing season is lost.

1. What are the implications of this late start up on project objectives? outcomes? workplan? timetable? evaluation?

Issue 12 - Appropriate Technologies and Personnel

In the past, GOP officials have complained of bloated expatriate TA teams when there were qualified Pakistanis available for the task. Along these same lines, material resources available locally are often overlooked and more expensive pieces of equipment substituted instead. Some participants interviewed expressed the concern that, when possible, local resources should be used in order to combat the mentality of spending large amounts of money and also to ensure project sustainability. Large fancy infrastructure projects should be avoided; there should be more smaller projects.

1. What are the mechanisms available for guaranteeing that local resources (human and material) will be used to the greatest possible extent?

Issue 13 - Existing Facilities and Schemes in the Project Area

Facilities, such as basic health units, schools, and roads have already been built in the area. Certain irrigation schemes, focusing on drinking water supplies, have also been undertaken. Many of the facilities already constructed are empty or unstaffed, due to a number of different reasons.

1. What are the GOP sector priorities regarding these facilities and schemes?
2. What should be the role of the project vis-a-vis these already existing facilities and schemes?

Issue 14 - Role of Poppy Control

The local population has exhibited sensitivity to the poppy eradication message; there is no poppy eradication clause in the project paper which means that subprojects can be introduced whether or not the area is poppy free. One of the objectives of the project is to keep the area poppy free.

1. How is poppy control related to the other aspects of the project?
2. Why isn't the KD area made in to a settled area?
3. In an area where the cash crop which makes the most sense is poppies, what do you substitute?

Issue 15 - Manpower Training

As part of the sustainability and institutionalization issue, training will play a role in project implementation. Certain skills need to be developed in project personnel so they can eventually assume full responsibility for project activities. Thus, on-the-job and outside training should take place.

1. How will training needs be assessed?
2. Do we know what are some of the GOP training needs?
3. How will the training component be built into the project so as not to interfere with smooth operation?

Issue 16 - Project Evaluation

The KDDP will be evaluated, both externally and internally. If the evaluations are positive, this will have an impact on Phase II. One of the ways the project will conduct these evaluations will be through the workshop methodology over a period of three years.

1. What criteria will the project be judged against?
2. How will the workshop methodology act as an evaluation tool?

Issue 17 - Areas for Project Focus

All USAID-funded projects are supposed to address certain themes or areas of special concern: women-in-development, democratic pluralism, private sector initiative, among others. These are realities for any USAID project to contend with.

1. How does the KD Project address these concerns?
2. Do aspects of the project need strengthening to make sure these concerns are properly "covered"?

Issue 18 - Project Security

Given the fact that the project area is outside normal government of Pakistan control, can the safety of project personnel working in the area be guaranteed?

1. What extraordinary precautions, if any, need to be taken for ensuring personnel safety?

Annex F-1

Crop Substitution Projects in Thailand: Lessons Learned Presentation by Dr. Lamar Robert, Payap University, Thailand

I. Implementation Schemes

Three types of implementation schemes were employed by different projects. Each scheme has its strengths and weaknesses, but each has been used successfully.

- 1. Implementation through one government agency. This method facilitates communication, planning and implementation. However, government agency institution building is limited to that one agency.**
- 2. Implementation through several government agencies. This methods provides enhanced opportunity for government agency institution building, but it increases the difficulty of coordination of planning and implementation schemes.**
- 3. Directly hiring project implementation staff rather than using civil servants. This method provides maximum project control over all aspects of implementation, but results in little or no government institution building.**

II. Management Techniques

Several management techniques were common to all successful projects in Thailand

- 1. Decentralization: Projects which were initially centrally managed by officials in Bangkok became increasingly centralized. Planning and implementation decision authority was delegated to managers located closer to the project and who were more knowledgeable about project needs.**
- 2. Flexibility and autonomy: The success of projects was directly related to the degree of flexibility and autonomy given to the project manager in terms of both decision making and use funds. (This does not mean lax financial accountability).**
- 3. Problem solving/solution census: Successful projects conducted an annual census of problems. That is the target population was queried regarding their perceived problems. This was done by using various survey techniques. The same target population was then asked to suggest appropriate solutions to the problems they have identified.**

4. **Extended implementation period:** Successful project extended their period of operation from an initial four or five years to up to ten years or more. That extended period was required to make project-initiated activities self-sustaining.

III. Problem Areas

Several problems were encountered by some projects. Among the key problems were the following:

1. **Paying farmers.** Some farmers were paid incentives for participation in project activities. Where these payments were excessive, farmer adoption ceased when the payments were terminated. In other projects where farmers were not paid for the same participation, farmer adoption continued unabated.
2. **Villager participation.** Some project activities were implemented by the project itself without the cooperation and participation of the target population. In these cases, the product of the activity was seen as belonging to the project and not the target population, e.g., cement weirs which were built to replace farmer-constructed rock crib weirs.
3. **Phased introduction.** Some project implemented new activities, e.g., cropping systems, throughout the entire project area all at once. When some aspects of the activity proved faulty, the necessary corrective action was extensive and target population confidence in the project was reduced. More successful was the phased implementation used by other projects: a new concept was first tried under controlled conditions in a few test areas. If these were successful, the activity was expanded to uncontrolled (but closely monitored) conditions. Only after these two steps were successful was the activity expanded to the entire project area.
4. **Key satellite villages.** Some projects focused their activities in key villages. The key villages were surrounded by several satellite villages. The underlying theory was that the development activities would trickle down to the satellite villages. In practice this did not happen as the key villages did not have any incentive to extend the development activities to the satellite villages. In the case of agricultural development, if the key villages helped the satellites, they would in effect be helping a competitor for sale of the products.

Annex F-2

Synopsis of Presentation on the Role of the Technical Assistance Team by Mr. Richard Scott, Chief of Party

Mr. Richard Scott spoke briefly about the role of the Technical Assistance Team. This team, headed by himself as Chief of Party and rural development specialist, will act in an advisory capacity to the Project Management Unit. The team will be headquartered in Mansehra, and will be able to call upon the resources of three short-term expatriate specialists for up to four months each. These specialists main task will be to help in preparing the detailed design for Phase II activities, but will also assist the PMU and the Team leader in initiating Phase I activities. These specialists are an agronomist, a transport economist, and an anthropologist.

In addition, Mr. Scott added, the contract will finance three long-term Pakistani specialists, i.e. one agronomist, one engineer, and one health/nutritionist. The contract will include sufficient funds to allow the COP to hire his own assistant/translator.

Annex F-3

Questions addressed to Ayaz about the Kala Dhaka Region

Q: Did you meet resistance from local population?

A: Yes, definitely.

Q: Were sample surveys done for mineral deposits?

A: No, but there is potential for such a survey. The geological aspects of the area should be looked into.

Q: Is a survey available from the Geological Survey of Pakistan?

A: Yes, and there are some documents available also from the Chinese.

Q: When you were building the road, did you take the seismological aspects into consideration?

A: Yes, most definitely. This is an active region. There are 5 mountain ranges converging here. For any project considering structural design, this aspect needs to be considered.

Q: Are there soil problems?

A: Yes, alluvial deposits with calcium. Drilling was difficult if not impossible. It also took more explosives to accomplish the job. We also had trouble keeping the bulldozers in shape. They were always

needing new cutting edges. We used a size two. Logistics were a big problem. The cost for a private contractor working in the region would be prohibitively high.

Q: Did you use local personnel? Is labor available?

A: On earlier visits, I noticed that there had been a lot of migration out of the area. We used local and imported labor. Most of the migration appears to have been provoked by the lake. (Formed by the Tarbela dam). You must remember that a Kala Dhakan's roots are always there. The family is there. Even people who leave the area return once a year. We also ran into the fact that the local people preferred coins to paper money.

Q: Did you solve the problem of eminent domain (the state's right to take away the land for public use)?

A: We weren't too concerned about compensation to the locals. We were executors, contractors. The tribes did demand compensation, and there was money put into an account with the district commissioner.

Q: Did the district administration help?

A: Yes, they did, but there are limitations to their authority. I do know that about 3 million Rps were paid out, but they are still making claims.

Q: Did C&W contribute to rehabilitation of the irrigation schemes that were damaged during road construction?

A: Yes, definitely. You must rehab or pay compensation for crop damage.

Q: How can we (the project) help them with irrigation? To what extent?

A: I don't know. The Frontier Works Organization tried, but abandoned the effort.

Q: Is there much crime activity in Kala Dhaka?

A: The ethics need studying. We should learn to understand the population. They do believe in a life for a life. Therefore murder is not considered a crime. Theft is the most serious crime a person can commit. The last one was committed in 1952 and involved the theft of 2 sheep. It is more serious than fornication. Once a thief is pinpointed, his crops and house are burned, his cattle eaten and he is sent into perpetual exile from the area, never able to return (For a KD this is very serious).

Q: What about recovering stolen property?

A: That's another question. They're hiding some goods now...

Dr. Ayaz's remarks stop here.

Remarks from other participants: The crisis mode is not a successful way for implementing projects. The planned approach is much better. When we were faced with the situation in 1986, we reacted. The TA team moved out. All we could do was react. Long term planning is obviously the answer. Somehow we had to get back into the area. We bargained our way back. Perhaps if we had been more responsive to the locals, involving them more, it wouldn't have happened. The lesson learned here is that local participation is indispensable. We must function inside their system.

It would be a grave shortcoming not to involve the locals. We should be considered about achieving short term results, but must not neglect the sustainability issue.

There must be specific objectives for the project.

We would prefer to have buildings left in KD rather than pay rent for which you have nothing to show at the end of the project.

We should always keep in mind that we are developing an area as well as looking at poppy eradication. Development must precede eradication.

We need to look at sectoral allocations. How much per sector? We need to make plans for each sector. There should be a specific fund for the next two years.

There is a pay discrepancy between nationals and those employed by the TA team. The TA team needs to be able to hire competent individuals, but we need to put into place a system for hiring them. The suggestion was advanced that the TA candidates be given to the PD for final approval. They should be completely at ease in the local language.

Q: To Lamar, The Chaing Mai project is 27 years old. How did it become successful?

A: The project had lots of failures in the beginning. It went through many stages.

Remark: This population is different. They are armed.

Q: What if we assess their needs and they tell us that they want to grow poppies?

Remarks: Development people don't get involved in enforcement. If you can't enforce the ban on growing poppies, then you should get out of the business. What's the sense of having development alternatives to the growing of poppies? Destroying poppies early in the project leads to hard feelings.

The complexities of enforcement/development were acknowledged by the group.

The general consensus was that development gives you a moral pretext for enforcement.

Q: How much development should precede eradication efforts?

Suggestions:

Invite some local residents from Kala Dhaka to a workshop like this.

Remark: The price for opium is going down. We might not have to worry about crop substitution.

Annex G
Working Groups - Round I

Criteria for funding sub-projects:

Issue #6

Sohail M. Malik
Khizar Hayat
Abdul Ahad
Jamshed Hasan
Richard Smith
Ghulam Dastgir

Funding & Finance

Issue #9

Muhammed Yousaf
John W. Tucker
Adnan Bashir
Naveed A. Shaikh
A. Ghaffar Mohmand

Beneficiary Participation:

Issue #10

M. Tariq Durrani
Amjad Ali Khan
Ron Sanikoff
Iqbal Niazi
Dr. Rober Lamar

Decision Making Roles & Responsibilities

Issue #2

Frank Pavich
Baz Mohammad Khattak
Kidwai
Zahid Noor
Richard Scott

Working Group Points

Issue #6

Selection Criteria for Sub Projects

Sub project development process:

- I. Pre-Sub-Project:
 1. Base Line Survey
 - a. Local's Expectations
 - b. Participation
- II. Rolling Plan
 1. Integration of elements (Regional)
 2. Prioritization of needs
 3. Work Plan & Budget formulated
 4. Monitoring System... set up to maintain contact with all aspects.
- III. General Criteria
 1. Equitable
 2. Economic Impact
 3. Sustainable
 4. Flexibility; Macro - Micro Issue

The GOP has guidelines (yardsticks) in selecting subprojects. Criteria exist and should be used, but there will always be exceptions.

The group agreed with the sub-project development process above.

Issue #9

Funding & Finance

1. Option considered for funding
 - Advances against approved work plan
 - PDIF for startup activities
 - Borrowing funds from Gadoon

- Putting funds in the TA team/PD
 - Establishing recommended revolving fund

Option 1 & 2 were rejected. 3 needs study, 4 was rejected, Option 5, study

Recommended Option:

- Establish independent revolving fund
 - Sources of revolving fund:
 - * Federal Government
 - * Provincial Government
 - * USAID
 - Disbursement of fund by Project Manager
 - FAR (modified) -) for larger schemes
 - Host Country -) as roads
 - Interim arrangement for immediate startup activities or establishment of PCU (Gas, Electricity and Salaries)
 - PDIF?
 - Advance from project fund (AID)
 - Loan from Project Director Gadoon
2. For project personnel training workshops should be held.

Recommendation:

1. Reasonable advance (\$1 to 2 million) be placed in a PLA for the Project Manager to use to startup activities. This will liquidated over the life of the project.
2. USAID should bring up with the Office of Economic Affairs or with the Ministry of Finance the idea of putting startup money into a PLA.
3. Seek immediate financial assistance for project activities.
4. That a skeleton budget be developed which will outline (broadly) startup costs.
5. That training be provided for project personnel in USAID procedures, rules and regulations for disbursement of funds.

Issue #10

Beneficiary Participation

1. Constraints & Facilitating Factors

Constraints:

- No Union Councils in Kala Dhaka
- No Bench Marks
- Physical and Social Isolation
- Lack of Consensus

Facilitating Factors:

- Cohesive groups and sub-groups
- Well defined ethnic basis
- Interest in outside world
- Desire to change

Final decisions should remain in the hands of the GOP and the project after total involvement of beneficiaries up to a certain point.

Schemes involving O&M costs should be avoided.

2. Definition of Community Participation in Kala Dhaka:

- Line agencies prepare work plans in consultation with local elders/sub groups. Counter check with local elder; submit their requests.
- Counter check work plan, meet criteria.
- Involve sub groups in project identification and suggest solutions.

3. Local Contribution

- Labor
- Land for schools and health facilities
- Insure security for project staff

4. Participation in all decision

5. Community versus individual needs

- Community benefiting projects will get priority.

Participants approved of the above remarks.

Issue #2

Decision Making

Sectorial Allocation:

The PC-1 contains indicative figures for most of the project components. These are not supported by detailed work plans and budgets because local conditions and requirements are not known. A work plan must be drawn up in order for financial flows to begin; the initiation of this flow must begin soon and before a detailed survey of the area can be accomplished.

Resolution of this impasse can be addressed through creation of an indicative work plan setting forth estimates of project requirements by sector. While this will be admittedly notional, existing project opportunities of high priority and unarguable need can be identified for first implementation. The period of time which will lapse between approvals, design and implementation of the first projects provides a period during which work plan revisions can be done based on new information coming in through surveys. Shifts in sectoral allocations can be made then as survey knowledge of the area is completed. This is an iterative process of approximation based upon an every improving quality of information.

Issue #3

Overall Roles and Responsibilities

- Decisions will be made collaboratively based on the defined objectives and principles.
- Decisions regarding implementation (project) made in field - Political decisions that cannot be made at the project level will be made at a higher level - Admin decisions made by district management.
- Important distinction between project and political matters -- political decisions at higher level with USAID.

- Plan based on sectoral allocations, project objectives.
- While the project is making basic sectoral allocations and making plans, there should be a block of money set aside for small development schemes that will be funded by the project on the decision of the Project Director with the TA Team.
- The TA Team and the Project Management Unit should operate as a single entity with the TA Team providing technical and advisory assistance to the PMU and the Departments of local government.

Working Groups

Round II

Sustainability/Training

Issue #7

Tariq Durrani
A. Ghaffar Mohmand
Khizar Hayat
Jamshed Hasan
Iqbal Kidwai

Definition & Approach

Issues #5A and #5B

Dick Scott
Iqbal Niazi
Frank Pavich
Naveed Sheikh
Ghulam Dastgir
Robert Lamar

Project Organization Chart

Issue #4

Muhammad Yousaf
Adnan Bash
Baz Mohammad Khattak
John Tucker
Sohail Malik

Appropriate Technology

Issue #10

Amjad Ali Khan
Richard Smith
Ron Senykoff
Abdul Ahad
Zahid Noor

Working Group Comments

Issue #7

Sustainability/Institutional and O&M

1. Agreement with beneficiary group at start on maintenance of project does not apply to line agency projects.
2. Big projects O&M cost be a line agency responsibility. O&M costs must be reflected in PC-1 at appropriate time.
3. Felt that #3 was not an issue.

Issue #5A and 5B

Overall Project Definition and Approach

1. Infrastructure component will fit in when the other aspects realized. The participants agreed that Kala Dhaka is:
 - Multisectoral area development project.
 - Its purpose is to:
 - a) Raise area economy/living standard.
 - b) Provide improved social services.
 - c) Prevent poppy growth.
 - d) Provide job opportunities.
 - It hopes to achieve:
 - a) Multi-sectoral development.
 - b) Involvement of Line Departments and Community in Identification/Implementation
 - c) Equitable distribution of development package.

Issue #4

Project Organization Chart (Proposal)

Agreements reached:

1. The Project Manager oversees the line agencies only for those sub projects which they implement for the project.

2. Concerning policy guidelines, the COP will report to the PM.
3. If the TA Team and the COP have strong disagreements with the PM, these should be communicated to USAID (The Project Office).
4. The COP of the TA Team will advise the PM on matters and the PM will consult the COP. The relationships consultative and mutually advisory.
5. Any reports developed by the TA Team for outside distribution must pass through the PM.
6. The TA Team members can collaborate the Line agencies; they will not implement.
7. Access to the project area will be through the PM.
8. Project matters of the TA Team which concerns will be reported to them directly.

Issue #10

Appropriate Technologies and Personnels:

The participants agreed that:

1. Local resources are used to the greatest extent possible. This includes hiring Pakistanis whenever possible. TA Teams have always been used to provide short term assistance.
2. Large "fancy" expensive projects should be avoided.
3. Consultants must be managed. This includes evaluating them at the end of their assignment.

Issue #15

Manpower Training

1. Training needs assessment by: Project Director/SDU or an institution such as NIPA.
2. No, therefore a professional outlet like NIPA.
3. Not all go at the same time.

Working Groups

Round III

Working Group Task

Based on what you have learned during the first two days and on what is presented in the discussion paper formulate 2-3 recommendations which will help the project staff to orient its initial efforts in that sector.

You have 60 minutes.

SIGN UP

Sectorial Recommendations

Agriculture

Richard Smith
Tariq Durrani
Ghaffar Mohmand
Khizar Hayat
Lamar Robert

Health

John Tucker
Muhammad Yousaf
Iqbal Kidwai
Adnan Bashir

Education/Training

Frank Pavich
Amjad Ali Khan

Forests

Ron Senykoff
Sohail Malik
Iqbal Niazi
Ghulam Dastgir

Roads

Zahid Noor
Jamshed Hasan
Naveed Sheikh
Abdul Ahad
Richard Scott

Agriculture

Recommendation:

1. "25" persons under Agriculture Department hired locally by the Project Manager distributed by tribes.
2. Appropriate professional staff positioning by Agriculture Department.
3. Maximize irrigation potential.
4. TA Agronomist's linkage with Agriculture Department staff AND developing farming systems approach to the problem.
5. Conservation of small land holdings.

Health-1

Recommendations:

1. Complete survey of existing health facilities (GOP/NGOs/Medical colleges) and formulating a workable plan with incentives to attract the Mobile Medical Teams. Establish home base in the area, for MMT.
2. Identifying the areas when the project can strengthen the existing health facilities; formulating
3. The health care activities should not be confined to 6 months period as envisaged in PC-1. The program will be designed showing a continuity for 2 years (1st phase) with an eye towards follow on interventions during 2nd phase.

Health-2

- Basic health is the TARGET
- Overcome "problems" of delivery: access, methodologies, skills, staff, technology, backup (administrative budget).

ISSUES AND ANSWERS (ACTIONS)

1. BHUs: These can be made effective:
 1. Project Manager & District Health Officer draw up a list of requirements.
 2. Hospital teams arrangements.
 3. Proposal cleared by Project Director.
 4. 1-year work plan, PRB approval (plus budget).
 5. Project Manager request PRB to take over program in () years.
2. EQUITABLE DISTRIBUTION:
 1. Concentrate on Basikhel first year.
 2. On basis of this experience and research move into larger areas.

3. MOBILE TEAMS:

Applications to be determined by Project Manager from experience with above.

Education/Training

1. Identify in conjunction with Education Department 20 matriculates to be sent for Primary Teacher Certificate training. Conditions for teachers might be relaxed for women trainees.
2. Extra allowances might be used as incentives. Give preference to locals. Extra allowances are standard procedure for GOP.
3. Villages provide free lodging for teachers.
4. Recommendation: For recruiting, give preference to relatives of teachers for other jobs in the project.
5. If the teachers to become change agents then they will need a training program on development?
6. Recommendation: Any village wanting a school for girls the project will give it priority. Put the girls school in a rented facility and then wait and see. This recommendation was not unanimously agreed upon. Minimum GOP requirements for building a school can be relaxed in the case of Kala Dhaka for building a girls school. This was not agreed upon. Many participants felt girls education should be put on the back burner.
7. Volunteer agencies should not be contacted for staffing schools in the Kala Dhaka area. This was agreed.

Forests

A: Survey:

1. Identify key watershed locations relative to population density distribution.
2. Identify in place programs:
 - i. WFP
 - ii. Intensified Forestry Project
 - iii. Other POVs etc., FD Corp. Food Coops.

- B: Modification of (WFP) to supplement food items with horticultural crops (fruit, fodder and fuel wood seedlings).**
- C: Establish commercial nurseries with local participation/benefit sharing and the project ensures marketing initially with a phase out concept.**
- D: Long range impact concerns:**
 - i. To seek alternatives for blending livestock grazing, forestry, fodder needs to support the watershed management (soil conservation).**
 - ii. Identify native specifications (trees and grasses) for reintroduction.**

Roads

Recommendations:

- 1. Immediate Access for Startup**
 - The Project Officer and Project Manager should approach the C&W and the Agriculture Engineering Department to acquire equipment (dozer, graders etc.) for improving the existing alignment of tracks to facilitate wheeled access (pickups etc.) into the area. They should also develop a work plan for using this equipment. This activity should be started as soon as possible.**
- 2. The entire 32KM road (Dhand-Maira-Charora) on the west bank should be designed by USAID engineers in collaboration with the C&W engineers. (ask local where they want roads).**

Responsibilities: During design and C&W should assign engineers who should also be responsible for overseeing construction.

- 3. The remaining two roads on the east bank will be designed by local consulting firms.**
 - Alternate approach:**
 - The possibility of using U.S. Forestry Service design approach for low volume/low cost mountainous roads should be explored!**

FUTURE ACTIONS

<u>Recommendation</u>	<u>Action Steps</u>	<u>Who</u>	<u>When</u>
Skeleton budget for start-up expenses	1. Develop budget	Proj. Mgr.	3/25
	2. Request O/CC and/or O/FM to be present at startup workshop	PO/Frank	3/19
Fund for immediate project expenses COP & PM	1. Amend DAI contract to provide for additional \$50,000	PO & O/CC	3/19
Creation of revolving fund	1. Prepare discussion paper	Tariq	3/19
	2. Consult O/FM		

Annex H
Evaluation Form and Data

A Workshop Goals

The goals of the workshop are listed below. Mark the number that most closely indicates how you feel each goal has been achieved. The scale is from 1 (low, goal not achieved) to 5 (high, goal achieved very well).

Not Achieved **5** **4** **3** **2** **1** **Achieved Very Well**

1. Become acquainted with other project players and stakeholders. (Average 4.4)
2. Exchange current information about the Kala Dhaka region and project. (Average 4.0)
3. Discuss relevant project policy issues and formulate recommendations for addressing these issues. (Average 4.0)
4. Examine project sectoral plans and formulate recommendations for the orientation of future activities. (Average 3.3)
5. Develop action plans for next steps and for the Start-up Workshop. (Average 4.0)

B Opinion and Feedback

Please answer the following questions as thoughtfully as you can. Your answers will help us plan other conferences in the future and will also indicate if there are concerns which need to be addressed in follow-up activities.

1. What do you think has been the primary benefit of this workshop?

Gained alot of collective work; team spirit; consensus; listening to others; interdisciplinary knowledge and cooperation; reduced grey areas. Better understanding of problem; concern addressed by stakeholders. Problem solving orientation; healthy discussion.

2. What workshop activity could have been done better?

Action plan for next steps should have been dealt with more thoroughly. We were tired at the end of the workshop. Treated regional planning

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Accom. could have been better
Better information on KD
USAID should not withdraw from its commitments
Budgeting
More time on issues
Better materials to participants before seminar
Future plans

3. Do you believe there are unresolved issues that should be dealt with in follow-up activities? What are they, and what should be done about them?

Sectoral plan
Concrete project planning
Do problem tree with log frame approach
Funding mechanism
Some issues are left to be resolved
Women's issues
Role of environment and natural resources
Detailed work plan
Supervision and advisory roles of DAI & AID vis-a-vis PCU
Evaluation
Continue with workshops
Reporting requirements
Role of PRB defined
Setting up the PMU

4. What comments do you have about the workshop arrangements and accommodations?

Excellent
Well done
Fairly good
So-so
Good
Very good
Workshop arrangement adequate
Excellently conducted by Tom
Plan an outing or reception
Good to be away from the office to minimize interruptions
Per Diem issue
Rooms and TV, Telephone
Too much food, alternative to big meals
Should have been at Abbottabad
Ok

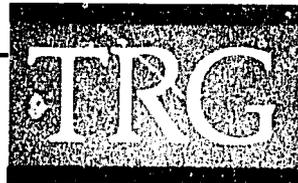
Annex I
Sector Discussion Papers

SECTOR DISCUSSION PAPERS ARE ON FILE AT THE DAI PROJECT OFFICE

- PN-ABU-584

4/1/88

TRAINING RESOURCES GROUP



**KALA DHAKA
START-UP WORKSHOP
March 1990**

Addendum to the Project Policies Workshop

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Acknowledgements

First and foremost the facilitator would like to thank all of the participants for their energy and hard work, especially since this start-up workshop was the third workshop in as many weeks. Their commitment to the objectives of the workshop made it possible to accomplish a great deal of work in a relatively short period of time under difficult logistical conditions.

A special work of thanks to Ayaz Khan who prepared the hotel for our arrival, and to all of those who worked to make the logistical and administrative aspects of the workshop a success.

Next, the facilitator must mention Frank Pavich and the staff at the Rural Development Division. Their extraordinary support for the workshop methodology and their willingness to assist the facilitator in carrying out his duties made a difficult task that much easier.

Finally, thanks to Rauf, Mehdi, and Ajaz for their untiring help with the training materials and computers.

Tom Leonhardt

EXECUTIVE SUMMARY

From 25 to 27 March 1990, the Start-up Workshop for the Kala Dhaka Area Development Project was held at the Simla Hills Hotel in Abbottabad.

The overall purpose of this workshop was to assemble key project players and stakeholders to begin the process of defining project roles and responsibilities.

Approximately 30 workshop participants from the Government of Pakistan, USAID, and the Technical Assistance Team met for 2 and 1/2 days to work in small groups and in plenary sessions to: (See Annex A for participant list)

- Exchange current information about the project
- Achieve agreement on and commitment to project goals
- Become acquainted
- Agree on management roles and responsibilities
- Discuss strategies for addressing important issues
- Develop action plans for the next 6 months

The most important outcomes of the workshop may be summarized as follows:

1. Participants received a common basis of information about the project's goals, scope and region
2. There is now a better understanding of roles, responsibilities, and levels of authority
3. Increased commitment and inclusion of all participants and senior officials for supporting the project
4. Written agreements on major project issues, management roles
5. Workplans for early project activities
6. Orientation for project sectoral activities

Judging from the remarks on the questionnaire, the workshop was a success. The participants made several recommendations, including those

which will help with the preparation of future workshops and with getting the project under way. The two principal recommendations were:

- Participants for a start-up workshop should be carefully chosen and need to be briefed about its purpose and how it will be run. Only key players should attend (i.e. representatives from the line agencies who will be involved). The start-up workshop should run its full 3 and 1/2 days in order not to slight any important session.
- The project needs an immediate infusion of funds for starting activities.

A. Background and Context

In the fall of 1989, USAID/Islamabad requested Training Resources Group (TRG) to conduct a Team Planning Meeting (TPM) and a Start-Up Workshop for the new Kala Dhaka Area Development Project (KDADP). Purchase order (PO) number 391-0485-0-00-0760 was issued by the contracts office for the following Scope of Work (SOW). The facilitator to be sent by TRG would:

- Develop common objectives through workshops for the economic improvement of the Kala Dhaka area
- With USAID and GOP officials and members of the Technical Assistance Team, discuss the three year workshop methodology for the region
- Coordinate and run a team planning meeting for key project stakeholders
- Coordinate and run a project start-up workshop
- Assist in conducting the Market Town Analysis Workshop
- Prepare a report

Upon arrival in Pakistan, the nature of the Team Planning Meeting was revised somewhat. Government of Pakistan (GOP) and United States Agency for International Development (USAID) officials felt that during this initial meeting, policy issues concerning the overall philosophy and management of the project needed discussion. After listening to their concerns the facilitator agreed that there were a number of policy issues which should be debated before the Start-Up Workshop took place. Therefore the facilitator planned an initial project policies workshop for the KDADP instead of carrying out the original scope of work item number 1. (See report: "Kala Dhaka Project Policies Workshop 1990").

This policy workshop was followed by the Start-up Workshop. The workshop concept and process are based on the need to shorten the time required to get a project up and running and to forestall implementation problems. This can best be accomplished by bringing the project's major stakeholders together and systematically addressing the issues brought up in the interviews providing uniform project information, and developing and/or reviewing draft work plans for the first months of the project.

At this workshop, there were 3 groups represented:

- USAID, the staff of RDD

- Development Alternatives Inc., the technical assistance group
- Government of Pakistan, especially representatives of the line agencies who will be involved in the project's activities (See Annex A for incomplete participant list)

The workshop was designed as a series of small working groups. Each group was given tasks to work on and then report to the plenary. As recommendations and agreements were reached, they were recorded and typed for final review and acceptance.

The facilitator directed the process, giving instructions to the group, monitoring small group work and discussions and facilitating the full group agreements. (See Annex B for workshop objectives)

B. Preworkshop Activities

The facilitator, in preparation for the policy workshop, carried out a series of interviews with project stakeholders. The objective of these interviews was to elicit concerns and issues that each interviewee had about the project. During the interviews, the facilitator also shared an overview of the workshop, its purpose and process, with those interviewed.

Prior to the final design of the policy workshop, the interview information was analyzed and 18 issues were framed by the facilitator. These 18 issues remained the same for the Start-Up Workshop. They were submitted to Frank Pavich who acted as a steering committee of one to assess the appropriateness of the issues.

The following general issues and concerns were raised:

- **Project Management**

Roles and responsibilities of the 3 groups of players; decision making power and authority; project organigram; funding and finance

- **Project Objectives**

Role of poppy control; beneficiary participation; overall approach and project definition; areas of project focus

- **Project Implementation**

Integrating existing political structures; selection of sub projects; sustainability; communication patterns; late start-up; evaluation; project security.

The complete list of issues from the interviews can be found in Annex C.

C. Workshop Activities

Due to the shortened time period for the start-up workshop, the usual schedule of events and activities was modified.

DAY 1

The workshop was opened by Frank Pavich, Chief of the RD Division, Office of Agriculture and Rural Development, and by Baz M. Khattak, Deputy Commissioner of Manshera.

The facilitator presented the workshop's objectives, expected outcomes, agenda, and asked each participant to write down what he or she felt needed to happen in order for the workshop to be a success. (Agenda and success criteria can be found in Annexes D and E.)

Following this introduction, the information panel was convened. Panel members were charged with informing the participants about the Kala Dhaka region, the role of the technical assistance team, the historical context for the project, and lessons learned from other poppy elimination projects, specifically in Thailand. At the end of the panel members' interventions, the participants were able to ask questions. Information on Kala Dhaka or region can be found in Annex F.

After the tea break, the participants in small groups, developed guidelines for the projects' activities in the various sectors: agriculture, health, education, forests and roads.

DAY 2

The small groups working on sectoral recommendations reported in the plenary session, and this was followed by discussion.

Following tea, the participants worked on the management matrix. Each participant was placed in a group depending on his or her organizational affiliation and the group members filled out the matrix. The matrices were posted and each group could examine the other's management expectations. Discussion and consensus closed out this session and the day.

DAY 3

Even though the issues had been reviewed at the Policy Workshop, several new participants were at the start-up workshop and thus needed to be initiated into the various concerns that people had about the project. The participants discussed the issues, and the facilitator reported on what had transpired at the Policy Workshop. (See report on Policy Workshop for

results of issue discussions). The participants agreed that, because of the lack of time, they would focus their attention on two important topics: the workplan for the project and the concern for getting an immediate infusion of funds for project start-up activities. The participants were divided into two groups and spent the rest of the morning working on these two issues. The groups reported out before the noon break. The workshop was closed by the Deputy Commission from Mansehra.

D. Outcomes

The outcomes of the workshop may be summarized as follows:

- A common understanding of the project and the roles and responsibilities of participants. Specific project objectives were clarified.
- Information was exchanged and agreements were made on important project management issues.
- An important opportunity was provided for key individuals to step back from their busy schedules and spend time together exchanging ideas and discussing potential project implementation problems before they occurred.
- Team building was initiated in the form of increased understanding of how individuals will work together, an increased appreciation for the personalities of the participants, and the potential contributions of each. Overall, commitment to the project and its goals was increased.
- Each stakeholder reviewed draft work plans and developed a more realistic idea of what could be accomplished within the planned time frame of the project.
- Expectations were stated and agreements reached among GOP, DAI and USAID on technical assistance, meetings, reports, decision-making, communication and sharing of project information, the work planning process, and budget
- Recommendations were made and accepted with regard to sectoral activities in agriculture, health, education, forestry and roads.
- The role of the line agencies in project implementation was clarified to some extent.

The specific outcomes and agreements of the workshop may be found in the following annexes:

Annex G for Management Agreements
Annex H for Sectoral Recommendations
Annex I for Results of Final Discussion
Annex J for DAI Documents

E. Evaluation

At the conclusion of the workshop, the participants filled out an evaluation questionnaire (see Annex K for a copy of the evaluation). A summary of the results shows that most participants felt the workshop was a success; it helped them to understand roles and responsibilities and to get to know each other. The weakest area concerned the workplans for the next couple of months; insufficient time was devoted to discussing the activities over the next six months. The following summarizes the evaluation results.

Achievement workshop's objectives:

Objective One

To exchange information on Kala Dhaka Project and region (3.8)

Objective Two

To gain agreement on project goals and activities (3.5)

Objective Three

To provide an opportunity to get to know each other (4.6)

Objective Four

Agree on roles and responsibilities (4.35)

Objective Five

To agree on procedures (3.75)

Objective Six

To clarify expectations for working together (3.8)

Objective Seven

To develop and discuss project strategies for addressing issues (3.4)

Objective Eight

To develop workplans for first 6-12 months (2.9)

Opinions and Feedback

1. Primary benefit of the workshop

Got people together to discuss issues. Clarified issues and roles and responsibilities. Identified problems and solutions. Introduced line agencies to project. Exchanged information. Team building. Some detail on the allocation of funds. Identify goals and objectives of KDADP. Role of each agency was well assessed. Good participation. Explored the problems of KD. Streamlined some of the aspects of the

project. An important methodology was introduced; it should be replicated. Collective thinking. Developed written agreements.

2. What workshop activity could have been done better?

Group was too big -- issues got clouded. Budget and workplan. Administrative arrangements. More participation from other projects. Bad facilities. There is always room for improvement. Group participation. Financial aspects. More organizational consensus. People should do their homework. More discussion on sectors. Participants need advance preparation. More packets. Training on USAID financial procedures. Coordination of project activities.

3. Unresolved issues?

Get funds. Assessment of where we are. Sectoral allocations. Release of funds. Still unresolved but identified issues for future workshops. Line agencies still not clear about their roles. Priorities and planning for the project. Workplan. Budget. Do follow-up workshops. Detailed budget. Clarify sectoral recommendations and put them into a workplan. Follow up on all the recommendations that were made. Do a workshop every 3-6 months. Line agencies were overwhelmed by the USAID bureaucracy.

4. Workshop arrangements and accommodations?

Everyone should be housed in the same place. Warmer. Are you kidding? I froze and didn't shave. Fair. Poor. Excellent (4x's). Best available. Not so good. Heat! Fire! Too many participants. More heat. Great. Get a better value. Too cold.

5. Final comments to the facilitator

Key issues were left until last. Nothing was done for the drivers. People need more knowledge about the area. Continue to facilitate to the end. Thank you for embodying Frank's vision. Use British terminology.

F. Conclusions and Recommendations

Based on the comments made during the oral evaluation, and on the written comments, the following conclusions and recommendations were proposed by the participants and the facilitator:

- Conclusion:** The line agency participants did not receive proper orientation to the workshop. Other participants did not do their homework.
- Recommendation:** Make sure that all participants receive written material before the start of the workshop and that they are properly introduced into the methodology, goals and objectives of the workshop.
- Conclusion:** The venue was not conducive to the intense work necessary for the start-up workshop. Workshop members need to be housed in the same place.
- Recommendation:** Each workshop venue needs to be checked by a member of the organizational team before scheduling an event.
- Conclusion:** Even with the 2 and 1/2 days allotted for the policy workshop, 2 and 1/2 days for a start-up is not sufficient. Several sessions (budget and work) were short changed.
- Recommendation:** The next start-up workshop (probably for TADP-II) should be the full 3 and 1/2 days.
- Conclusion:** There were too many participants for the site and for the needs of the workshop itself; issues were clouded and some people did not participate fully.
- Recommendation:** Make sure to invite only those people whose presence is indispensable for the workshop to achieve its objectives.
- Conclusion:** The workplan and budget sessions were not tightly run.
- Recommendation:** These sessions should have been facilitated to the end. Small group facilitators would benefit from a little orientation about running small groups. The two sessions themselves needed to be rethought in the context of this particular workshop.
- Conclusion:** The line agencies are still not completely clear about their role

in project activities. More discussion on sectoral issues.

Recommendation: At an appropriate time in the future (6 to 12 months hence) a follow-up workshop should be scheduled for stakeholders.

Conclusion: Many of the participants felt confused about USAID financial and bureaucratic procedures.

Recommendation: Arrange orientation sessions for those people who will need to have skills and information about AID's financing and contracting procedures.