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CAPACITY BUILDING FOR THE FATA DEVELOPMENT PROGRAM

NINTH QUARTERLY REPORT: JANUARY – MARCH 2010

SUBMITTED TO USAID/PAKISTAN

UNDER CONTRACT DFD-I-00-05-00220-00/05

May 2010

This publication was produced the United States Agency for International Development

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Program Title:

Pakistan Federally Administered Tribal Areas (FATA) Capacity Building Program (CBP)

Sponsoring U.S Agency for International Development (USAID) Office:

USAID/Pakistan

Contract Number:

DFD-I-00-05-00220-00/05

Contractor:

Development Alternatives Incorporated (DAI)

Date of Publication:

May 21, 2010

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

LIST OF ACRONYMS

ACS	Additional Chief Secretary	NRSP	National Rural Support Program
ADP	Annual Development Plan	NWFP	North West Frontier Province
AJK	Azad Jammu and Kashmir	PA	Political Agent
ANFC	Advisor National Finance Commission	PBC	Pakistan Broadcasting Centre
ASPD	Additional Secretary Planning and Development Authority	PPRA	Pakistan Public Procurement Regulatory
ATS	Activity Tracking System	PRDS	Pakistan Resources Development Services
AWP	Annual Work Plan	RAM	Results Achievement Matrix
BoS	Bureau of Statistics	RIG	Regional Inspector General
CAP	Community Appraisal Program	ROZ	Reconstruction Opportunity Zone
CAS	Chief of Army Staff	SDA	Sarhad Development Agency
CBP	Capacity Building Project	SoW	Scope of Work
CCTV	Closed Circuit Television	SMT	Senior Management Team
CEO	Chief Executive Officer	SPD	Secretary Planning and Development
CLS	Core Labor Standards	TA	Technical Assistance
CMAG	Civil Military Advisory Group	TOR	Terms of Reference
CMAS	Civil Military Affairs Specialist	USAID	U.S. Agency for International Development
CMC	Civil Military Committee	USG	United States Government
CMCC	Civil Military Coordination Committee	VPN	Virtual Private Network
CMO	Civil Military Operations		
COTR	Contracting Officers Technical Representative	VRIPT	Validity, Reliability, Integrity, Precision and Timeliness
CSO	Civil Society Organization	VSAT	Very Small Aperture Terminal
CVSP	Civilian Voluntary Security Program		
DAI	Development Alternatives Inc		
DGoP	Director General of Projects		
DICB	Director Institutional Capacity Building		
DWSS	Drinking Water Supply & Sanitation		
EGC	Economic Growth Component		
FAF	Foreign Assistance Framework		
FATA	Federally Administered Tribal Areas		
FDA	FATA Development Authority		
FRs	Frontier Regions		
FS	FATA Secretariat		
GIS	Geographic Information System		
GoNWFP	Government of North West Frontier Province		
IDPs	Internally Displaced Persons		
IDEPS	Integrated Development Evaluation and Planning System		
IMS	Institute of Management Sciences		
IRM	Institute of Rural Management		
ISP	Internet Service Provider		
IT	Information Technology		
KKT	Kher Khagara Tanzeem		
KWH	Khyber Welfare Home		
KWO	Khushkhai Welfare Organization		
KRSO	Kurram Rural Support Organization		
LAN	Local Area Network		
LDP	Livelihood Development Program		
LMKR	LMK Resources		
MICS	Multiple Indicator Cluster Survey		
MoU	Memorandum of Understanding		
M & V	Monitoring and Verification		
M & E	Monitoring and Evaluation		
NFC	National Finance Commission		
NHP	Net Hydel Profits		

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EXECUTIVE SUMMARY

In Pakistan's Federally Administered Tribal Areas (FATA), socioeconomic development has been suppressed by a lack of development funds. In addition, increasing insecurity in the region is contributing to the gap in development between FATA and the rest of Pakistan. The U.S. Agency for International Development (USAID) launched a comprehensive program to support development in the Federally Administered Tribal Areas (FATA) for an amount of \$750 million which would span 5 years. In late 2007, USAID awarded Development Alternatives, Inc. (DAI) a contract to implement a capacity building program to improve economic and social conditions in FATA.

The Federally Administrated Tribes Area Capacity Building Project (FATA CBP) began in January 2008 and will continue through December 2010. The goal of FATA CBP is to help the Government of Pakistan's FATA governing institutions — the FATA Secretariat and the FATA Development Authority— leverage these funds to improve service delivery and increase the legitimacy of the government in the strategically important tribal areas. To improve the quality of service delivery, FATA CBP is addressing existing constraints to providing responsible, effective, transparent, and flexible development activities. This includes building the capacity of the FATA institutions and addressing the concerns of a wide range of stakeholders in FATA. The CBP is identifying and developing the capacity of local civil society partners, and increasing the stake of FATA citizens in their government. It is also working to build greater cooperation between the civilian and military institutions to focus on stability and reconstruction activities. Lastly, the CBP is helping the Government of Pakistan to better communicate with the people of FATA and change perceptions of government institutions through positive and relevant radio programming and insightful documentaries.

In Quarter One of 2010, the CBP was able to ramp back up to its previous level of activity resulting in the finalization of many activities with the receipt of \$8 million in additional funding. Key accomplishments for this reporting period are listed by component below:

Component A: Operationalize FATA Sustainable Development Plans

- The CBP prepared a draft completion report of this Component. The report outlines the overall context, objectives and approach of the economic growth component, implementation strategy, progress with respect to the targets, and the early impact of the program interventions. Best practices along with the lessons learned will be documented in this report in the next quarter. The final report will be submitted to USAID in second quarter of 2010.

Component B: Monitoring and Reporting

- During January-March 2010, the CBP team carried out 237 monitoring visits for the Monitoring and Verification (M&V) of projects being implemented by the USAID partners. These included the Livelihoods Development Project-North and South and the Improved Child Health Project. These projects were implemented in FR Bannu, FR Kohat, FR Lakki Marwat, FR D I Khan, Orakzai Agency, Bajaur Agency, Khyber Agency, North Waziristan and Mohmand Agency.
- During the reporting period, the GIS based Activity Tracking System (ATS) was fully deployed in the US Consulate of Peshawar. The system has been tested and is fully operational. In order for USAID and its partners to become familiar with the system, a draft ATS manual was developed and orientation sessions were held with partners. An ATS Review Workshop was held to review and build consensus on proposed enhancements to be incorporated in the ATS. The GIS team continued to provide technical assistance to upgrade the system.

Component C: Improve Capacity of FATA Public Sector Institutions

- The CBP facilitated eleven training courses which benefited 100 staff from the FATA Secretariat. These courses built the capacity of staff in project management, monitoring and evaluation, information technology and financial management.
- The CBP carried out a rapid capacity assessment study on "Current Monitoring and Evaluation Systems in the FATA Secretariat" with a close focus on the FATA Monitoring Cell. This assessment helped identify issues/constraints as well as provided recommendations to improve the performance and impact of the monitoring cell.
- The Memorandum of Understanding (MoU) was developed and signed between the FATA Secretariat and the CBP, which addressed the development and operationalization of the FATA PC Automation System in the FATA Secretariat and Agencies/FR. As part of the MoU, the CBP worked on developing the FATA Annual

Development Program ADP/PC-I, PC-III, PC-IV and PC-V databases and train staff from the FATA Secretariat and Agencies/FRs on how to use these databases for planning, monitoring and evaluation of government projects operating in FATA.

Component D: Improve Capacity of Civil Society Organizations

- During the reporting period, the CBP provided institutional support to three new partner CSOs of FATA. The CBP held 3 capacity building training sessions for 66 CSOs staff members. The training sessions; which included “Participatory Monitoring & Evaluation”; “Effective Communication and Presentation Skills” and “Financial Resource Management”, helped clarify concepts related to monitoring mechanisms and strategic planning, effective communication and presentation, and financial management skills for day-to-day record keeping and fund management.
- The CBP facilitated institutional assessments and strategic planning exercises for 24 partner CSOs.

Component E: Improve Coordination and Integration of Civilian and Military Activities

- The reporting **quarter focused on developing the concept for the first Strategic Workshop. The CBP** developed and circulated the concept note for the workshop which was originally scheduled for 27-28 April 2010. After several revisions with USAID and the FS, the concept paper was approved by the FATA Secretariat.
- During the reporting quarter, the 15th meeting of the Civil Military Coordination Committee (CMCC) was held in the CBP’s Islamabad Office. The participants discussed the IDPs’ situation in FATA, progress on the Civil Military Cells (CMC) in Bajaur and Mohmand Agencies, the possibility of implementing a CMC in the South Waziristan Agency, and the distribution of AM/FM radios.
- The CBP delivered 60,121 radio sets and dry battery cells to the FATA Secretariat following the meetings held with the Director General of Projects (DGoP) FS, Pak Army and Frontier Corps representatives. During the quarter, the project portfolio of CMC Bajaur was implemented. The CMC monitored 28 infrastructure projects implemented by USAID partners. The Mohmand project portfolio was transformed to PC-1 as per the decision taken in 15th CMCC meeting. The PC-1 is expected to be approved in the next CMCC meeting in the following quarter. The CBP developed and finalized the Scope of Work (SoW) which would set up a CMC in South Waziristan Agency (SWA).

Component F: Improve Coordination and Integration of Civilian and Military Activities

- The CBP team in coordination with the FATA Secretariat hosted two premiere showings of the television drama ‘*La Ta Zar Sha*’ (‘Love You to Death’) and the video songbook ‘*Drund Pukhtoon*’ (‘Proud Pashtoon’) in Islamabad and Peshawar. The two productions are examples of “behavior change,” produced to stress the importance of peace, harmony and brotherhood for the people of FATA.
- During the reporting period, the CBP facilitated the production and broadcast of 76 studio based-programs of ‘*Kadam Pa Kadam*’ (Step by Step) and 90 ‘*Amn*’ Peace Radio Program from FM Mardan.
- During the reporting period, the FATA Secretariat made a strategic decision to shift the Media Cell into the FATA Secretariat and name it the FATA Information Directorate (FID). All the equipment was shifted to the FID. As the performance of the previous Media Cell Director was less than satisfactory, a new Director of Information, who leads FID, joined the project and is based in the FID office. His performance and leadership will be critical to the success of the FID.

Annual Deliverables Matrix (ADM) January-March 2010

Activity No.	Activity	Deliverable(s)	Unit	Yearly Target	Quarter Jan-Mar 2010		Remarks
					Target	Ach	
Component A - Operationalise the FATA Sustainable Development Plans							
1	Ensure a smooth handover of the completed work to USAID	Final report submitted to the COTR	Report	1	1	Ongoing	The draft was prepared and is being reviewed.
Component B - Monitoring and Reporting							
1	Ensure complete deployment of the ATS in the USAID Mission Office Peshawar	GIS based ATS deployed in USAID Office Peshawar	System	1	1	1	The CBP has facilitated development and deployment of the GIS Activity Tracking System (ATS) at the US Consulate in Peshawar.
		GIS Manual prepared for system usage	Manual	1	1	1	One draft GIS manual was developed which indicates the technical aspects of the system and was shared with the key partners.
		ATS review workshop conducted	Workshop	1	1	1	The review workshop was held for the senior representatives of USAID and partner projects.
2	Impart ATS training to its Primary Users	Training sessions implemented	Training	7	7	12	9 trainings were conducted for USAID partner projects and three orientation sessions for USAID staff benefiting 65 staff.
		USAID's personnel trained	Staff	11	11	10	3 sessions were organized for the USAID staff.
		USAID partner projects' personnel trained	Staff	32	32	65	9 trainings were conducted.
3	Conduct monitoring and verification visits to USAID funded projects	Work with partners to ensure data entry	Partners	All	All	All	Continued providing support to USAID and its project partners in their data entry and trouble shooting.
		USAID funded projects monitored and reported back by the CBP team	Visits	NB	NB	237	3 USAID partner projects including Livelihoods Development Program-North, Livelihoods Development Program-South, Improved Child Health Project
		Monitoring and Evaluation proposal developed	Proposal	1	1	1	The proposal document touches four different approaches for the M&E of future USAID investments in NWFP and FATA.
5	Carry out Data Quality Assessment (DQA) for the PMP of the FATA CBP	DQA carried out	Assessment	1	1	-	A consultant has been identified and the DQA process and report will be finalized in the next quarter.
Component C - Improve the Capacity of FATA Public Sector Institutions							
1	Carry out a rapid capacity assessment study on "Current M&E systems in the FS"	Report produced with recommendations	Report	1	1	1	The report accentuates at enhancing the institutional performance with an enhanced support of monitoring and evaluation at agency levels and FRs.
2	Facilitate training to select FS and FDA staff	Training imparted	Training	31	12	11	100 FS staff members were trained in the areas of Project Management, Information Technology, Monitoring and Evaluation and Financial Management.
3	Provide staff to the Finance Department to support its functions	Technical staff provided	Staff	2	2	2	Two staff provided in the areas of finance and IT.
4	Impart training in financial management to key staff	Training courses implemented	Training	3	2	3	21 FS staff trained in Financial Management

Annual Deliverables Matrix (ADM) January-March 2010

Activity No.	Activity	Deliverable(s)	Unit	Yearly Target	Quarter Jan-Mar 2010		Remarks
					Target	Ach	
5	Develop, deploy and operationalise FATA PC Automation System in the FS	A relational database holding the Annual Development Plan that is searchable, can be easily analyzed and updated	Database	1	1	Ongoing	Major work was initiated on the automation of government's PC-Is .A Memorandum of Understanding (MoU) was signed
6	Enhance network connectivity through intranet and VSAT facility	All FS/FDA offices connected through intranet	Office	All	All	Ongoing	Vendor selected and mobilized in the latter part of the reporting period. Work is in progress and around 8 sites should be completed in the next quarter..
7	Assist in the development of an IT policy framework for the FS	IT Domain Policy developed	Policy	1	1	1	'IT Domain Policy' developed and approved by the FS and FDA.
8	Facilitate the FATA Secretariat/FDA for smooth running of existing network	IT Policy for the FS developed	Policy	1	1	1	'IT Security and General Policy Guidelines' shared and approved by the FS and FDA.
		IT Firm identified and technical backstopping provided	IT Firm	1	1	1	In order to improve the IT related efficiency of FS and FDA, the CBP engaged an IT Company 'Excellent Services'
9	Establish and operationalise a GIS unit within the FS	IT personnel placed with the FS/FDA	Staff	2	2	13	The CBP has provided 9 staff support to FS and 4 to FDA.
		GIS needs assessment study carried out for the FS	Study	1	1	1	The CBP team conducted a study on GIS requirements for the FS.
Component D - Improve the Capacity of Civil Society Organizations (CSOs)							
1	Inpart training courses for select CSO members	CSO members benefiting from training courses	Training	6	2	3	CSO staff trained in Participatory Monitoring and Evaluation, Financial Resource Management and Effective Communication Skills.
2	Arrange for interns to gain hands on experience in working with communities	CSO members with adequate community mobilization exposure and experience	intern	40	20	-	The First batch will be sent for internship in summer vacations because majority of CSOs activists are school teachers and were committed.
3	Provide appropriate systems to selected CSOs	CSOs provided with training and systems	CSOs	10	5	Ongoing	The process has been initiated and will be completed in the next quarter.
4	Facilitate strategic planning exercises for select CSOs	Strategic plans/institutional reviews for CSOs prepared	CSOs	29	14	24	After conducting the orientation sessions with all planned 29 CSOs, the 2 days sessions with each CSO were initiated.
5	Support grass roots initiatives through small grants	Seed grants awarded	Grants	20	8	ongoing	Twelve (12) proposals for projects on 'Community Mobilization for Sustainable Development' and sent to USAID for approval.
Component E - Improve the Coordination and Integration of Civilian and Military Activities							
1	Support the existing CMCC Peshawar and CMC in Bajaur and Mohmand Agencies	Meetings held	Meetings	NB	NB	1	15th CMCC meeting was held at Islamabad office.
		Project portfolio refined, implemented and monitored	Projects	NB	NB	1	CMC Bajaur monitored 28 development projects in FATA.
		Projects executed and monitored by CMCs	Projects	NB	NB	28	28 projects including 11 DWSS, 12 rehabilitation of electricity distribution and 3 rehabilitation of education institutes and 2 related to road rehabilitation.

Annual Deliverables Matrix (ADM) January-March 2010

Activity No.	Activity	Deliverable(s)	Unit	Yearly Target	Quarter Jan-Mar 2010		Remarks
					Target	Ach	
2	Establish a Civil Military Cell (CMC) in South Waziristan Agency (SWA)	A fully functional SWA-CMC in place	CMC	1	1	Ongoing	The Scope of Work has been finalized.
Component F - Communications Strategy							
1	Develop and diversify FID's role in promoting effective communication in FATA	FID approved and developed by the FS	Directorate	1	1	1	FS issued a notification to set up a FATA Information Directorate.
		SoP developed for the FID	SoP	1	1	0.5	The CBP assisted FID in the development of the Standard Operating Procedure (SOPs) and organogram. These will be finalized in the next quarter.
2	Provide adequate staffing and logistical support to the FID	FATA Communications Strategy implemented in agencies on a pilot basis by FID	Agency	2	1	0	This activity will not be possible. Please see component F section of the report for details.
		Agency Information Officers hired while reporting to FID and coordinating with their respective PA	Staff	2	1	0	This activity will not be possible. Please see component F section of the report for details.
		FID's website made fully operational by FID	Website	1	1	1	FID's website functional other than power problem in the FS which delay up loading of data.
3	Foster linkages between the FID and key FS departments	MoU regarding the FID signed between FS and the CBP	MoU	1	1	1	MoU signed between the CBP and FS
		Equipment and services procured on case to case basis in support of ongoing programs	Project	NB	NB	-	This activity will be carried out in the next quarter.
4	Facilitate distribution of radio sets in FATA	FS departments/stakeholders linked through the FID under the direction of the FS	Department	NB	NB	-	The slow improvement of the FID under the new Director shows that this being successful is unlikely.
		MoU signed between the CBP and the FATA Secretariat	MoU	1	1	1	MoU signed between DGoP and the CBP
5	Develop, produce and broadcast radio content	Radio sets distributed	Radio Sets	62000	22000	60121	The CBP delivered 60,121 radio sets and dry battery cells to the Pakistan Army following the meetings held with the Director General Projects FS, Pak Army and Frontier Corps representatives.
		Programs of "Kadam Pa Kadam" produced and broadcast	Program	279	74	76	76 studio based programs of "Kadam Pa Kadam" produced and broadcasted from PBC Peshawar.
		Episodes of radio drama serial "Naway Sabawoon" produced and broadcast	Program	15	10	15	15 episodes of 30 Radio Drama "Naway Sabawoon" produced. Naway Sabawoon is a series of dramatic stories highlighting social evils and social virtues.
6	Develop, produce and broadcast	Transmission broadcast from FM Amn	Hours	1000	500	540	Radio FM AMN 92.6 Mardan transmitted 540 hours of broadcast
		Video and songbook program	Production	2	2	2	1044 DVD copies of 60 min teleplay 'Love you to death' and 900

Annual Deliverables Matrix (ADM) January-March 2010

Activity No.	Activity	Deliverable(s)	Unit	Yearly Target	Quarter Jan-Mar 2010		Remarks
					Target	Ach	
	video content	broadcast and distributed Video programs produced and distributed	Production	2	1	-	DvD copies of songbook "Proud Pashtoon" distributed. This activity will be started in the next quarter.

COMPONENT A: OPERATIONALIZE FATA SUSTAINABLE DEVELOPMENT PLANS

Fostering Economic Growth in FATA

Since its inception, the CBP has worked closely with the relevant public sector agencies including the FATA Development Authority (FDA), the FATA Secretariat (FS), and the Sarhad Development Agency (SDA), focusing on institutional capacity building through the provision of equipment and human resources. The team also provided technical support to the public sector agencies responsible for establishing the proposed Reconstruction Opportunity Zones in NWFP/FATA.

Based on guidance from USAID, and communication from the COTR dated September 24, 2008, the CBP suspended activity on Agency Strategic Plans. In lieu of these, USAID requested the CBP to implement an FDA Action Plan, agreed upon in July 2008. In early December 2008, the team was instructed by USAID to shift their existing focus of primarily supporting the FDA to focus on working with the private sector stakeholders to develop and implement a private sector led investment promotion strategy for both FATA and the NWFP.

In 2009, the Economic Growth Component (EGC) of the CBP supported activities that contributed to a better understanding of the unique opportunities and challenges of developing and implementing a viable investment promotion strategy for NWFP and FATA. Until December 2009, the CBP worked on developing and implementing a private sector-led investment promotion institutional framework that could respond to the needs of businesses in the region. To this end, the CBP has been actively engaging with stakeholders to create business and employment opportunities.

- ◆ In line with the Annual Work Plan 2010, the CBP prepared a draft completion report of this Component. The report outlines the overall context; objectives and approach of the economic growth component; implementation strategy; progress with respect to the targets; and the early impact of the program interventions. Best practices along with the lessons learned are being documented in this report in the next quarter. This report is currently being finalized and will be submitted to USAID in the second quarter of 2010.

COMPONENT B: MONITORING AND REPORTING

Implementation of Activity Tracking System (ATS)

- ◆ During the reporting period, the GIS based Activity Tracking System (ATS) was fully deployed in the US Consulate of Peshawar. The CBP completed VPN configuration in the offices of Livelihood Development Project-North and Livelihood Development Project-South. The system was tested and is fully operational. The GIS team continued to provide technical assistance to upgrade the system.
- ◆ In order for USAID and its partners to become familiar with the system, a draft ATS Technical User Guide (Technical Manual) was developed and shared with the partners. This manual outlines the technical procedures for ATS usage (Database and VP configuration) and related technical aspects of the data entry and reporting. The manual has been circulated to all users. During the next quarter the manual will be completed based on the feedback obtained from USAID and USAID partners.
- ◆ The Project helped to build a thorough understanding of the ATS among its primary users, including USAID staff and partner projects' personnel. The CBP organized three orientation sessions on GIS Activity Tracking System with ten USAID staff. Likewise, the CBP facilitated nine training courses benefiting 65 staff working in seven USAID partner projects. The focus of these courses was to enhance partners' knowledge on data entry, reporting and visualization of development activities through the ATS.
- ◆ The CBP team delivered a presentation on ATS to the U.S. Consul General, Candace Putnam and the Deputy Mission Director Pakistan, Edward Birgells in the USAID Peshawar office. Based on their useful feedback, the FATA CBP worked on upgrading the system. The CBP team delivered an orientation session on the ATS for the senior representatives of the USAID Office of Transition Initiatives (OTI). On the instructions of USAID, the CBP team worked on the retrieval and transformation of OTI data into the system. By March 31, 2010, approximately 6500 data entries have been made into the system.
- ◆ The CBP team held an ATS Review Workshop for the senior representatives of USAID and partner projects including Contracting Officer Technical Representatives (COTRs) from USAID. The main purpose of this workshop was to review and build consensus on proposed enhancements to be incorporated in the ATS. During the meeting, participants decided to replace the Foreign Assistance Framework (FAF) designed for the ATS with a framework of key areas, sectors and sub-sectors. The participants also provided useful feedback which has been incorporated into the system. USAID has approved the new sector list.

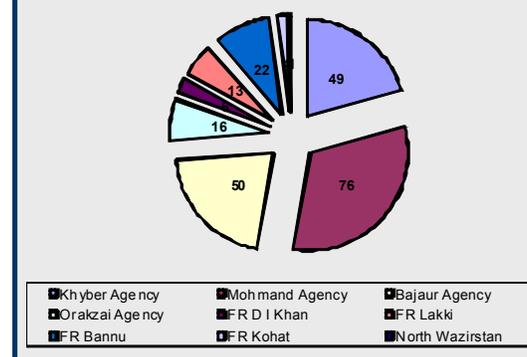
USAID PARTNER PROJECTS REFLECTED IN THE ACTIVITY TRACKING SYSTEM

- The Pakistan Initiative for Mothers and Newborns
- Improved Child Health Project
- Safe Drinking Water and Hygiene Promotion Project
- Livelihoods Development Program- North
- Livelihoods Development Program- South
- Office of Transition Initiatives
- FATA Capacity Building Project



ATS Review Workshop Held in Islamabad

Monitoring Visits in FATA

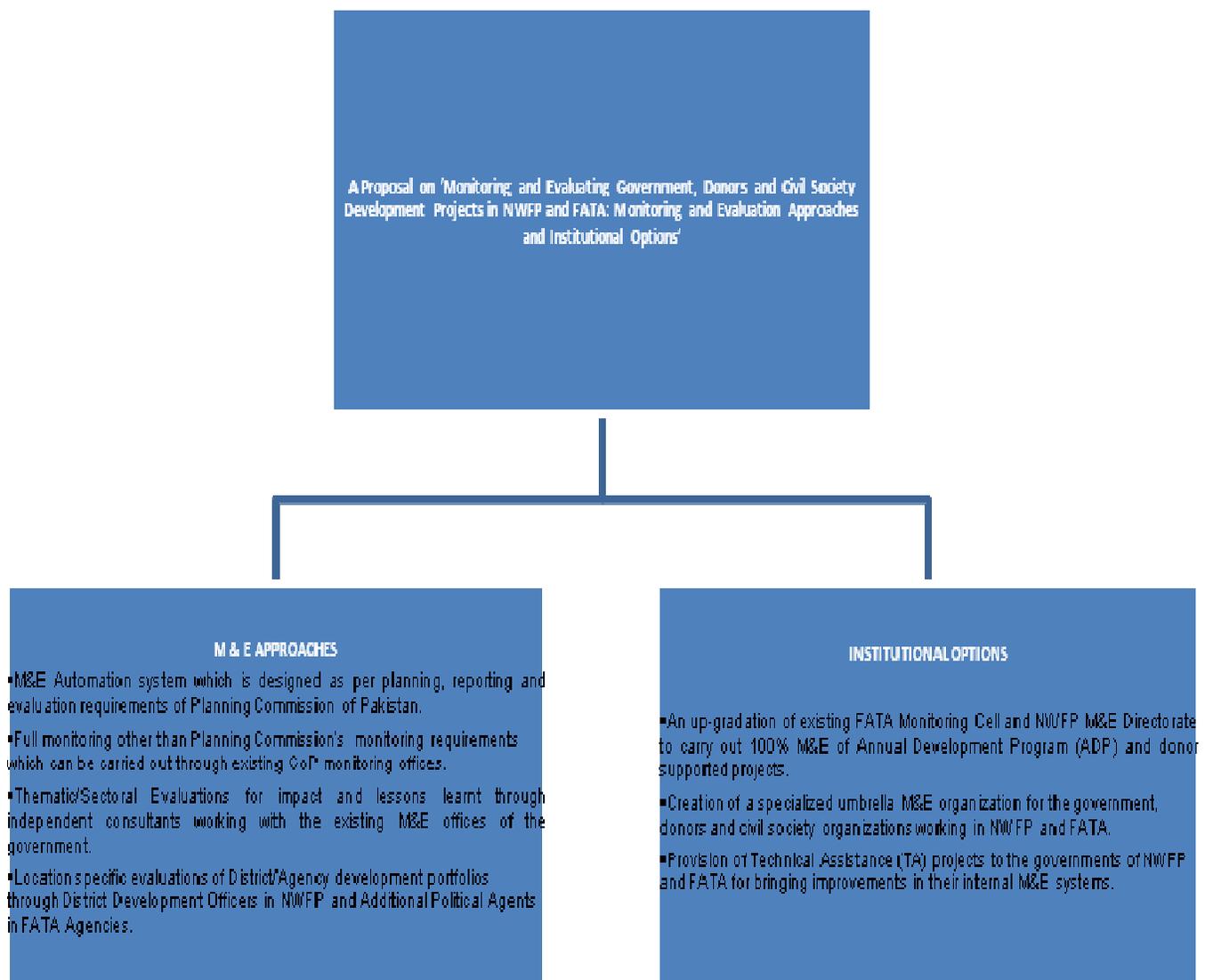


Monitoring and Verification of USAID funded projects

- ◆ FATA-CBP has been mandated to establish a Monitoring and Verification (M&V) framework for select United States Government (USG) projects in FATA. The underlying objective is to foster improved management, informed

planning decisions, and accurate and focused reporting. The CBP has been implementing this initiative since May 2009.

- ◆ During January to March 2010, the CBP team carried out 237 Monitoring and Verification (M&V) visits to projects being implemented by the USAID partners; which includes Livelihoods Development Project- North and South and the Improved Child Health Project. These projects were implemented in FR Bannu, FR Kohat, FR Lakki Marwat, FR D I Khan, Orakzai Agency, Bajaur Agency, Khyber Agency, North Waziristan and Mohmand Agency. Since inception, the CBP has conducted 829 M&V visits.
- ◆ The CBP developed and finalized a proposal on, “Monitoring and Evaluating Government, Donors and Civil Society Development Projects in NWFP and FATA: Approaches and Institutional Options.” This proposal outlines the Monitoring and Evaluation (M & E) approaches and institutional options for monitoring and evaluating future USAID investments in NWFP and FATA. This proposal document has been submitted to the USAID.



Data Quality Assessment of the CBP's PMP

- ◆ During the quarter, the CBP has initiated the Data Quality Assessment of its Performance Management Plan (PMP) by selecting a consultant to help the team carry out the assessment. This Data Quality Assessment (DQA) is a scientific and statistical evaluation of performance data envisaged in the CBP's PMP to determine if they meet the planning objectives of the project, and whether it is the right type, quality, and quantity to support their intended

use. The performance indicators of the PMP are being assessed using USAID's five standard quality criteria: Validity, Reliability, Integrity, Precision and Timeliness (VRIPT). The DQA report will be finalized in the next quarter.

Challenges and Issues

- ◆ Due to delays in receiving additional obligated funding in the last quarter, the ATS system was not rolled-out in the expected timeframe. After USAID increased the CBP's obligated funding in December 2009, DAI was able to continue forward with the ATS. However, USAID wanted the system to be completed quickly with new design requirements. An increasing need for ATS system enhancement has been a difficult challenge to meet, especially within the short timeframes requested. In some instances, despite regular communication and review with USAID and its partners, the CBP design team was not informed of the needed enhancements until the roll out of the system. In other instances, requirements understood by the CBP team, did not initially meet USAID's expectations and requirements and therefore further discussion was required. In order to quickly address the need for these enhancements, the CBP team brought in additional resources. DAI mobilized two local PHP programmers to assist in the CBP GIS team to make the expected enhancements. DAI also drafted the support of several members of its CSO team to provide USAID partners with data input support. The team overcame these challenges by working round the clock to modify the system. While several enhancements will still be implemented in the next few months, by the end of the quarter, the CBP was able to deliver a system with which USAID was primarily happy.
- ◆ System development becomes difficult and risky with multiple requirements changes. The requirements for the ATS that USAID had identified in 2008 were for a presentation tool, which would allow USAID to understand where USAID partners were undertaking activities in FATA on a basic map. With this understanding, DAI presented a solution to USAID which agreed and which served as the basis for design efforts. As the system has developed, the scope of the requirements of the system changed numerous times. DAI has worked closely with USAID through these changes, and the CBP continues to adapt and enhance the system to USAID requirements. Final adjustments will continue through the next quarter..

Lessons Learned

- ◆ When assessing the scope of a GIS related system development project, it is important that the needs, goals, and challenges of the project are understood from different perspectives. Having an ever-changing scope of work for the system has presented great challenges.. To the maximum extent possible, the project stakeholders should try to anticipate future needs of the system. From the beginning, a clear requirements document should have been established along with a timeframe that could adjust for changes as the system developed and as USAID better understood their shifting and new needs. When capturing the requirements, it is essential that the project team looks at all functional, technical, operational and transitional aspects of the system. Lastly, it is important for project stakeholders to engage in clear, consistent communication and monitor system development closely.
- ◆ Delays in the roll out of the ATS have had a significant impact on the delivery of the system. Delays in design and funding in the previous quarter put the roll out behind schedule. Once those issues were resolved, it was necessary to fast track the roll out during this reporting period. As a result, fast tracking the roll out has accentuated problems with the system as new features and system changes were not adequately tested. In the future, new system roll outs should allow sufficient time for testing and adjusting. to resolve system problems.

COMPONENT C: IMPROVE CAPACITY OF FATA PUBLIC SECTOR INSTITUTIONS

Capacity Building of the FS and the FDA

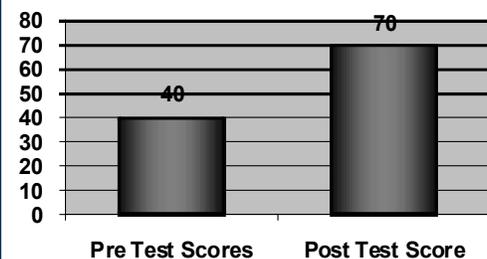
- ◆ The CBP carried out a rapid capacity assessment study on “Current Monitoring and Evaluation Systems in the FATA Secretariat” with a close focus on the FATA Monitoring Cell. This assessment helped identify issues/constraints, as well as provide recommendations to improve the performance and impact of the monitoring cell. The draft report focuses on enhancing the institutional capacity to monitor and evaluate at the Agency levels and Frontier Regions. Special focus was given to the creation of the Cell’s outreach and much needed budgetary support for the mobility, equipment, staffing needs and other supporting items.
- ◆ During the reporting period, the CBP facilitated eleven training courses which benefited 100 staff members from the FATA Secretariat. These courses focused on building capacity of staff in project management, monitoring and evaluation, information technology and financial management. Since inception, the CBP has facilitated 93 training sessions for the FS and FDA benefitting a total of 1,421 staff members.
- ◆ Pre- and post- public sector training evaluations were implemented to assess the acquired level of knowledge in these trainings. This assessment was jointly designed and checked by the training facilitator and the CBP’s sector specialist. The average increase between the pre and post test scores for the FS training was 30%.

Key Challenges Identified in FATA

Monitoring Cell

- Centralized monitoring set up
- *Ad hoc* monitoring role
- No permanent institutional arrangements
- ‘Inspection mentality’
- Manual and disjointed M&E system
- Lack of proper monitoring tools
- No systematic reporting and inadequate follow-up mechanisms
- Lack of appropriate data storage and retrieval system
- Lack of resources and mobility constraints

Comparison of Pre and Post Test Training Scores for Public Sector



Strengthening of Financial Management Systems in the FS

- ◆ In line with the Annual Work Plan 2010, the CBP provided staffing support, logistical support and capacity building support to the Finance Department of the FATA Secretariat. Based on an institutional assessment of the department, the CBP provided two technical staff in the areas of finance and IT to address its immediate staffing requirements. Approximately 21 FS staff members were trained to improve their financial management skills. The CBP also supported the Finance Department by providing IT networking and distribution of IT equipment. All this support was intended to improve the efficiency and effectiveness of the financial management systems for the FS.

Development and Implementation of PC Automation in the FATA Secretariat

- ◆ The Memorandum of Understanding (MoU) was developed between the FATA Secretariat and the CBP regarding the development and operationalization of FATA PC Automation System in the FATA Secretariat and Agencies/FR. The MoU was finalized and signed by the Additional Chief Secretary (ACS) FATA after a series of discussions, consultations and presentations to the relevant FATA Secretariat officers. As part of the MoU, the FATA CBP will develop ADP/PC-I, PC-III, PC-IV and PC-V databases and build the capacity of the FATA Secretariat and Agencies/FRs to use these databases for planning, monitoring and evaluation of government projects operating in FATA. The FATA Secretariat will provide resources and sustain database operations beyond the project life of FATA CBP.



Training on Financial Management

- ◆ During the reporting period, the FATA CBP worked to develop the FATA Annual Development Program (ADP)/PC-I, PC-III, PC-IV and PC-V databases and build the capacity of the FATA Secretariat and Agencies/FRs to use these databases for planning, monitoring and evaluation of government projects operating in FATA. The CBP organized a two day meeting-cum-training for the Incharge Computer Cell, FATA Secretariat on ADP/PC-I FileMaker database in connection with the development of the PC Automation System. Three draft databases for the FATA PC Automation System (PC-1; data tables, PC-3 to 5) and an Excel-based FATA ADP model were brought to almost completion. The presentation of these systems is planned for the Chief Economist of the FATA Secretariat on 8 April 2010.
- ◆ During the quarter, the CBP team continued working on identifying FATA development indicators for compiling and issuing FATA Development Statistics 2009. This document will be useful to facilitate PC-I proforma originators in accessing government's baseline information while planning for the new schemes of the next FATA ADP 2010-11. In this connection, the CBP team worked with the FATA Planning and Development (P&D) Department, FATA Bureau of Statistics (BoS) and NWFP Bureau of Statistics (BoS) to examine the indicators given in the FATA development statistical book. The data tables from FATA Development Statistics 2009 and FATA Multiple Indicator Cluster Survey (MICS) 2009 are presently being uploaded on the FATA PC Automation System.
- ◆ The CBP team coordinated with HTSPE Limited to form a new team to develop 'best practice' examples for the 'Integrated Development Evaluation and Planning System (IDEPS)'. The 'best practice' examples aim to help FATA PC pro forma originators in developing good quality PC-Is, PC-IIIs, PC-IVs and PC-Vs while using the FATA PC Automation System. The CBP has engaged a six-person team to develop expert PC documents (PC-I/III/IV/V) covering 14 priority sectors. A total of 56 PC documents will be created and finalized by 14 April 2010 and will be uploaded on the PC Automation System.

Establishing Value Addition through IT Support

- ◆ FATA CBP finalized the "IT Security and General Policy Guidelines" for the FATA Secretariat and the FATA Development Authority. This IT policy defines general guidelines for IT implementation and the necessary security parameters that should be implemented for a successful IT environment. This policy document describes email policy usage and other general IT guidelines.
- ◆ In line with the overall IT policy for the FS and FDA, the "IT Domain Policy" was approved by the FS and FDA. With users having access to useful network resources such as shared print services, central anti-virus server and shared drive access, the domain policies are being implemented so that the risk of malicious software attack is reduced to a great extent as compared to the previous standalone systems.
- ◆ The CBP continued providing IT support to the FATA Secretariat and FDA. The CBP team completed their work on the networking of the fourth office of FDA. Server rooms were established and furnished in FS and FDA. Meanwhile, the CBP team delivered 94 pieces of IT related equipment to the FS and the FDA including desktops, UPS, network switches, firewalls and DIMMS (Desktop cards).
- ◆ In order to improve the IT related efficiency of FS and FDA, the CBP engaged an IT Company "Excellent Services". In this manner, the CBP has hired 9 staff members to support the FS and 4 staff members to support the FDA.

Establishment of a FATA GIS Facility in the FS

- ◆ During the quarter, the CBP GIS team conducted a GIS needs assessment study and drafted an assessment report.
- ◆ In order to establish a GIS based visualization system for PC-1s database within the FS, the CBP team held a meeting with the Additional Chief Secretary and the Director General of Projects, FATA Secretariat. This meeting helped identify priorities, requirements and measures to sustain the FS GIS system after 2010. Based on this meeting, the CBP drafted a Memorandum of Understanding (MoU) for the FATA Secretariat's review and approval. The Scope of Work (SoW) of the GIS staff were approved and signed by the Secretary Administration and Coordination, FATA Secretariat. An office for the GIS unit including power supply, furniture, internet and telephone connection was also approved. The CBP team has initiated the procurement of hardware and software for the FS GIS. The MOU was not finalized or

Key Findings of 'GIS Needs Assessment Study'
<ul style="list-style-type: none"> ▪ Secure physical location needed for the GIS and mapping unit ▪ FS GIS/IT staff, hardware, and software required ▪ Broadband Connectivity and IT infrastructure required ▪ Staff capacity building on GIS is needed

signed during this quarter and the sustainability of a GIS unit in the FS needs to be reviewed with USAID and FS before further work is implemented.

- ◆ The CBP team developed and circulated a concept note detailing information about the proposed GIS system including geographical layers, bubble display information, search and reporting options for PC-Is and PC-IIIs, and suggested methods for finding PC-I project locations. The GIS interface aims to display critical information of the government's PC-Is and PC-IIIs on FATA maps/Google Earth in order to be used by FATA policy makers to make informed decisions. The FATA Secretariat has approved the concept note. Based on this approval, the Software and Database Specialist started working on GIS components for the FileMaker Pro and Google Earth in consultation with the CBP GIS team.
- ◆ In order to establish the GIS facility in the FATA Secretariat, the CBP team evaluated two proposals from Pakistan Resources Development Services (PRDS) and LMK Resources (LMKR). PRDS is a local ESRI products seller while LMKR is a global provider of Geo-Technology and Information Technology services to corporate and public sectors. These companies could possibly assist the CBP in establishing the GIS system in the FATA Secretariat.

Challenges and Issues

- ◆ Institutional change is always complex, cumbersome and time-consuming, especially for a developing government organization. For the operationalization of PC Automation System in the FATA Secretariat, a vital institutional change is required in order to transform the manual and file-based PC system to a more efficient and prompt electronic process installed on computers. It is uncertain that the level of institutional change required can be achieved in time for the 2010-11 ADP process (July 2010). The CBP will be reviewing this closely in April to understand what is possible and will advise USAID accordingly.
- ◆ Another major challenge to the implementation and sustainability of the PC Automation System is the low IT capacity level which exists within the FATA Line Departments and Agencies/Frontier Regions. The Computer Cell within the FATA Secretariat has only one staff member who is responsible for handling the existing ADP database. FS staffing capabilities need to be upgraded on a long-term basis to ensure the success of the PC automation.
- ◆ Provision of a VSAT facility at the agency level as well as selecting a service provider presents a huge challenge for the project. The CBP carefully selected the vendor after visiting several vendor facilities and viewing live demonstrations. Security within FATA will be a major obstacle in implementing VSATs in all the agencies. The CBP is targeting 8 sites for installation during the next quarter.
- ◆ Implementation of IT policies in both FS and FDA was challenging task. Users in the FATA Secretariat had not previously experienced a domain environment with role-based access, and it was difficult for them to adapt to this new environment.
- ◆ While working with the FS on the PC automation system, it has become clear that no one within the FS has the overall picture of the PC process. All of the stakeholders have a narrow focus defined by their own personal roles, and they have limited understanding and interest in the other processes. This has posed a great challenge to the team to developing the system and will pose an even greater challenge to implementing the system. The PC system is an integrated process but the FS does not have these processes integrated in the way it develops PC-1s in a paper format. This means that it has been very difficult to obtain consensus on how the system comes together even though the PC process is very well structured. Therefore, automation of this system requires significant institutional change which is going to take months, if not years. The system the CBP team has developed is designed on the Federal guidelines in order to bring the FS in line with the rest of Pakistan. In consideration of sustainability of the PC automation process, the CBP will develop a series of recommendations during the next quarter which USAID could implement after the conclusion of the CBP.

Lessons Learned

- ◆ Cooperation with the FATA Secretariat and FDA was instrumental in addressing the various challenges that the CBP faced while implementing IT infrastructure capacity in both institutions. Without their commitment and interest, none of the assistance would have been possible. That said, the CBP has found that insufficient capacity exists in the FS and FDA to run and maintain these new IT systems. Long-term capacity in both institutions cannot be achieved during the life of the project. In order to support long-term sustainability of this investment, USAID should consider longer term support to the IT infrastructure. During the next quarter, the CBP will detail a series of recommendations to USAID on how it can further support both institutions.

- ◆ Keeping all stakeholders on board is vital to successfully introducing change in a government institution. For the PC Automation System, this approach was rigorously used in order to achieve a broad level consensus prior to developing the database system. The considerable amount of effort that was required to achieve broad level consensus at senior management level identifies the clear challenges that lay ahead to implementing the system.
- ◆ Complete benefits of the FATA PC Automation System cannot be harnessed unless it is fully operationalized within the FATA Line Departments and Agencies/Frontier Regions and integrated with GIS.
- ◆ The capacity of the FS in terms of IT and management processes is far less developed than initially thought. The CBP made the assumption that the baseline of FS functions were being conducted in accordance with Federal guidelines and that FS staff primarily needed further skills training to increase the performance level of the FS. However, through working closely with the FS, the CBP has found that most of the organization's capacity rests with the senior management of the FS. Below this level, there is a complete lack of capacity and fundamental skills.

There is evidence from pre and post training tests that there has been an increase in the skills of FS staff participating in the CBP training program. However, the mid-level management capacity and institutional ability does not exist, making it unlikely that 21st Century systems can be implemented and institutionalized in a three-year project timeframe.

Based on this experience, it is worth reconsidering the expectations of what the FS can achieve in the near term. This would mean limiting goals of capacity building projects so that major leaps of institutional change are not attempted in short periods of time as they carry a high risk of poor results. Weak political will of the GoP in implementing bureaucratic changes only enhances this risk. Without the backing of the GoP, little improvement can be made in the FS's long term ability to deliver services to the people of FATA.

COMPONENT D: IMPROVE CAPACITY OF CIVIL SOCIETY ORGANIZATIONS

Provision of Institutional Support to CSOs

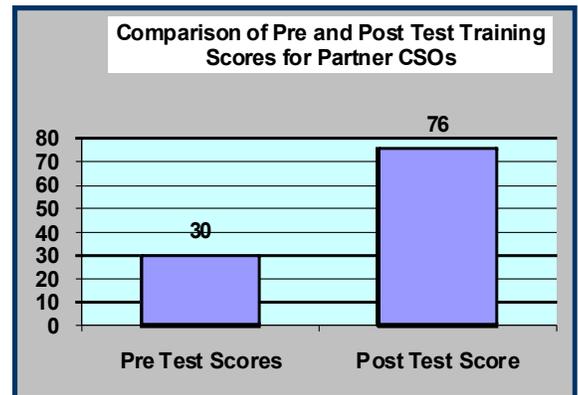
- ◆ During the reporting period, the CBP helped identify and nurture three new indigenous Civil Society Organizations (CSOs) in FATA. These CSOs included the Literacy, Environment, Agriculture Development Society (Mohmand Agency), the Organization for Mobilization & Institutional Development (FR Lakki Marwat), and the Society for Human Emancipation and Development (Khyber Agency). Based on a series of consultative meetings and field based mentoring, the project helped these organizations develop proposals for institutional support. It is strongly believed that this support through grants will have far reaching impacts on improving the efficiency and credibility of the local CSOs in FATA. In total, the project has provided institutional support to 45 CSOs. By March 31, 2010, the Project has awarded 126 grants to partner CSOs.



- ◆ During the reporting period, the CBP conducted three monitoring visits to these new partner CSOs of FATA. The primary purpose of these visits was to assess the utilization of assets being provided under the institutional support. It was encouraging to note that all CSOs are effectively using these assets. The monitoring process involved the Agency based staff, the Grants Manager and the Field Operations Coordinator.

Capacity Building of CSOs

- ◆ In order to build organizational capabilities of indigenous CSOs from FATA, the CBP facilitated three training that benefited 66 staff members of CSOs. The trainings, which included "Participatory Monitoring & Evaluation"; "Effective Communication and Presentation Skills" and "Financial Resource Management" helped clarify concepts related to monitoring mechanisms and strategic planning framework; effective communication and presentation; and financial management skills for day-to-day record keeping and fund management. Since inception, 19 trainings have been conducted, benefiting 417 CSO staff.
- ◆ The percentage change in pre and post training evaluation scores portray an increase of 46% in terms of the knowledge gained in these areas.



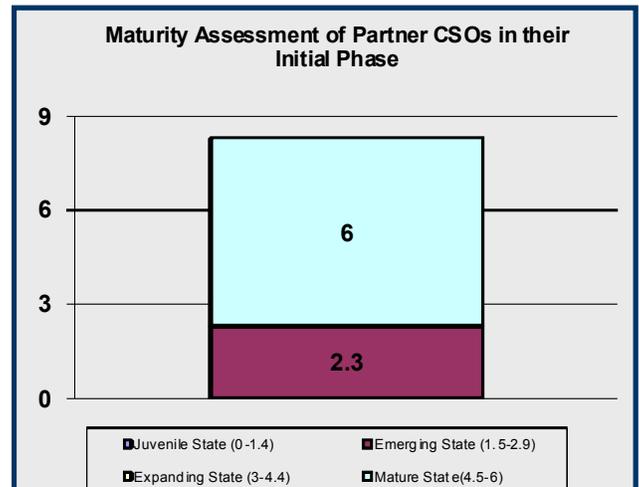
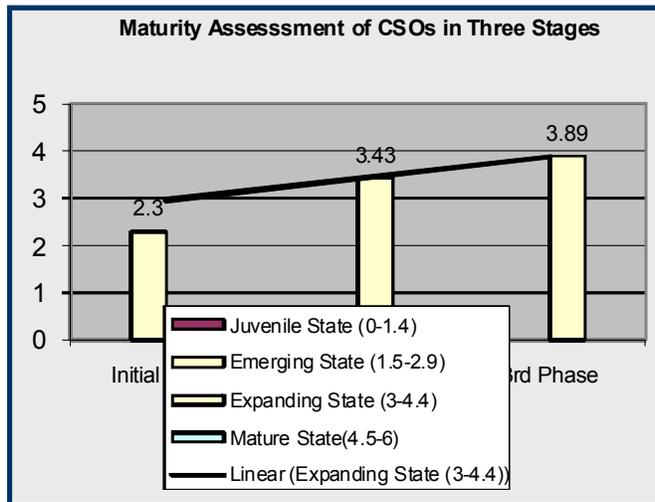
Institutional Assessments and Strategic Planning of CSOs

- ◆ The CBP has conducted orientation sessions with the 29 CSOs, held in over two sessions of 14 and 15 CSOs. This was followed by a 2 day institutional assessment and strategic planning exercises with each CSO. Members from the governing bodies and core management of the CSOs attended these sessions. As part of the CSOs Strategy for Development, the CBP has facilitated institutional assessments and strategic planning exercises for 24 CSOs during this quarter. The Project used the Participatory Organizational Capacity Assessment Tool (POCAT) to carry out these exercises with these CSOs. The primary purpose behind these strategic planning exercises was to develop a shared vision of the organization's future and identify



the major steps that are required to move the organization in that direction. Since inception, the CBP has facilitated thirty strategic planning exercises for its partner CSOs.

- ◆ In line with CSOs Strategy, the project periodically conducts POCAT for each CSO to ascertain the maturity attained over a period of time. During the quarter, the CBP carried out POCAT for six partner CSOs that received strategic support in 2009. The net cumulative score indicated 59% increase in the organizational capacities of these CSOs. This increase in the scores is directly correlated with the CBP's support in terms of institutional support, capacity building and linkages. It is encouraging to note that the partner CSOs are attaining maturity with the passage of time.



Designing and Implementation of Grass Roots Initiatives by CSOs

- ◆ The CBP reviewed 12 proposals for projects on 'Community Mobilization for Sustainable Development' and sent them to USAID for approval. In total, 20 Proposals of Community Mobilization for Sustainable Development have been submitted to USAID for approval.

Challenges and Issues

- ◆ Since a great majority of CSO activists are school teachers, it was difficult to send them on a 6-week internship program during this quarter. The CBP will schedule these participants during their summer vacation.
- ◆ The funding opportunities in FATA remained limited for the partner CSOs to generate additional resources.

Lessons Learned

- ◆ A holistic and multi-pronged strategy is critical in terms of CSOs capacity building approach. This strategy will include: addressing CSO institutional and strategic issues, providing training and internship support, and strategizing growth using participatory action planning and management practices.
- ◆ Capacity building of CSOs in isolation is not sufficient unless external funding sources are probed and are in place to sustain the efforts.

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

Strengthening of Civil-Military Governance Bodies

- ◆ During the reporting period, the 15th Civil Military Coordination Committee (CMCC) meeting was held at the CBP's Islamabad office. During the meeting, the participants discussed the IDPs' situation in FATA, progress of the Civil Military Cells (CMC) in Bajaur and Mohmand Agencies, the possibility of implementing a CMC in the South Waziristan Agency, and the distribution of AM/FM radios. The 16th CMCC meeting could not be held due to non-availability of participants and higher priority events.

It is important to note that the objective of the CMCC is to regularize civil military coordination. Civil and military decision makers are meeting on a regular basis outside the construct of the CMCC. This is an indication that the CMCC has achieved its objective.



15th CMCC Meeting Held in Islamabad

- ◆ The CBP delivered 60,121 radio sets and dry battery cells to the FATA Secretariat following the meetings held with the Director General of Projects (DGoP) FS, Pak Army and Frontier Corps representatives regarding the distribution of radio sets in FATA. The equipment was handed over in a ceremony held at the 15th CMCC meeting. Mr. Khalid Aziz, Director ICB and Dr. Fakhr-e-Alam, DGoP signed the Memorandum of Understanding (MoU) on behalf of the FS.
- ◆ During the quarter, the project portfolio of CMC Bajaur was implemented. The CMC monitored 28 infrastructure projects that are being implemented by USAID partners. The project portfolio of CMC Mohmand has been transferred to PC-1 as per the decision made in 15th CMCC meeting. The PC-1 is likely to be approved in the CMCC meeting to be held in the next quarter.
- ◆ Regarding the establishment of a Civil Military Cell (CMC) in South Waziristan Agency (SWA), the CBP developed and finalized the Scope of Work (SoW). The hiring process will be completed in the second quarter if all goes well.

Mainstreaming of Civil-Military Strategic Issues of FATA

- ◆ The reporting quarter primarily focused on developing the concept for the First Strategic Workshop "Rehabilitation and De-radicalization of Militants and Extremists". The CBP developed and circulated the concept note for the workshop which was originally scheduled to be held on 27-28 April 2010. After several revisions with USAID and the FS, the concept paper was approved by the FATA Secretariat. Stakeholders and subject matter experts were consulted. Due to changes in the workshop concept directed by USAID, the workshop was postponed to the second quarter. Coordination with international subject matter experts who will assist in executing the workshop continued throughout the quarter.
- ◆ The Director ICB participated in the briefing on "Stabilization Operations" at 11 Corps Head Quarter, Peshawar. He also presented a paper on "Internal Security and Law Enforcement" at the panel discussion arranged by the National Defense University, Islamabad. During the meeting, the following issues were highlighted:
 - ◆ Factors influencing the security situation in FATA and NWFP
 - ◆ The linkage of security situation in FATA and NWFP with events in Afghanistan
 - ◆ The strategic importance of FATA for insurgents
 - ◆ FATA Reforms; and
 - ◆ The effects of military operations in Waziristan.
- ◆ The Director ICB was invited by the War College at the National Defense University in Islamabad to help them prepare a National Counter Terrorism Policy. The final draft is in the final stages. The issues debated included:
 - ◆ The Counter Terrorism Strategy appropriateness
 - ◆ Need of reforms tied to military operations

- ◆ The re-occurrence of terrorist activities after an area is cleared; and
- ◆ Credibility of the Government of Pakistan and drone attacks and the role of poor governance.

Challenges and Issues

- ◆ Repeated delays in conducting CMCC meetings resulted in loss of enthusiasm by stakeholders.
- ◆ Military stakeholders are deeply involved in operations and it becomes challenging to secure their attention to other strategic civil-military issues.
- ◆ It took considerable time to come to consensus between the FS, the CBP and USAID on the First Strategic Workshop concept and agenda. In the end, agreement was reached to accommodate conflicting opinions.

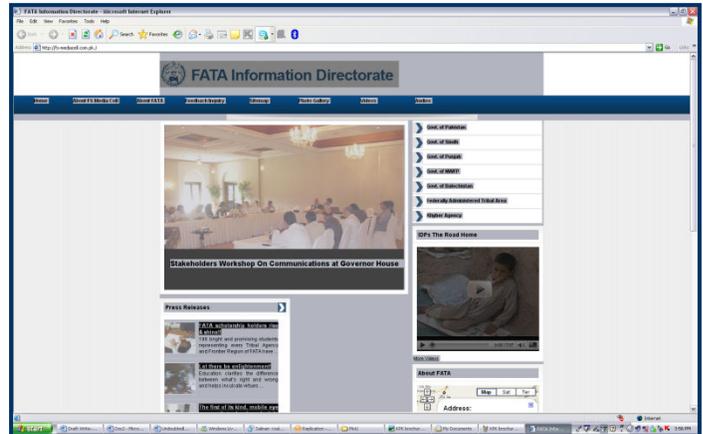
Lessons Learned

- ◆ Continuous strategic thinking is critical to keep the civil-military forums functional, dynamic and sustainable.
- ◆ The workplan for the civil military component is a good starting point for planning, but it is constantly changing due to the dynamic situation in NWFP and FATA. Activities listed in the work plan frequently change and must accommodate new requests from USAID, the FS and occurrences in the region.

COMPONENT F: MEDIA STRATEGY

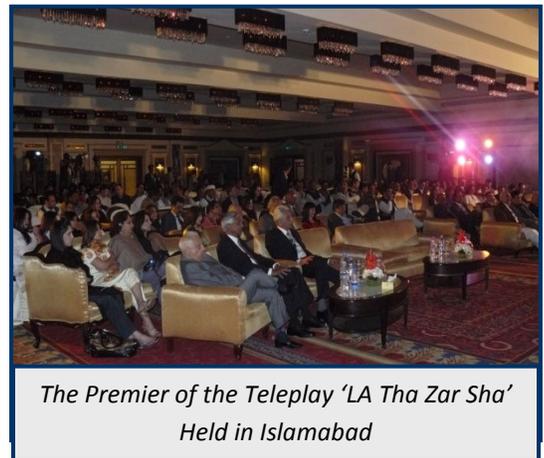
Implementation of a Communication Strategy through the FATA Information Directorate (formerly the FATA Media Cell)

- ◆ Based on an overall FATA Communications Strategy, the Media Cell FATA Secretariat became operational in March 2009. In January 2010, the FATA Secretariat made a strategic decision to shift the Media Cell into the FATA Secretariat and renamed it the FATA Information Directorate (FID). The FATA Secretariat issued a notification in January 2010 to set up this Directorate which absorbed the existing Media Cell staff members and equipment.
- ◆ The FS allocated 4 rooms to accommodate the team and its equipment. The Director of Information, who leads the FID, joined the project in March 2010 and is based in the FID office as well.
- ◆ The FATA Information Directorate (FID) website was hosted and operationalized. The web address is as follows: fs-mediacell.com.pk. Currently, all the related information is being up-loaded.



Development and Broadcast of Information in FATA

- ◆ The CBP team in coordination with the FATA Secretariat hosted two premiere showings of the television drama "La Ta Zar Sha" ("Love You to Death") and the video songbook "Drund Pukhtoon" ("Proud Pashtoon") in Islamabad and Peshawar. The two productions are examples of "behavior change" media, produced to stress the importance of peace, harmony and brotherhood for the people of FATA. Over 500 guests attended these events, including the Information Minister NWFP, the Chairman of the Pakistan Broadcasting Corporation, US Council General Peshawar Pakistan, Speaker Provincial Assembly and ACS FATA, the senior officers of Pakistan Armed Forces, the senior officials of the FATA Secretariat, the officials representing the U.S. Embassy and British High Commission and Pakistani media representatives. News reports and packages regarding these premieres were broadcast by prominent channels like Geo TV, SAMMA TV and Express TV.
- ◆ The Project facilitated the visit of the Assistant Director, Information Department, Government of NWFP (GoNWFP) to the FM Radio *Amn* in Mardan. This visit was conducted in order to probe the possibilities of transitioning the FM *Amn* Radio Station to the Information Department, GoNWFP. The Director ICB also held a meeting with the Secretary Information, GoNWFP who has agreed to absorb the FM *Amn* Radio Station in the Provisional Directorate of Information. The Memorandum of Understanding (MoU) which addresses the transition of FM *Amn* Radio Station to the Information Department NWFP was reviewed by Mr. Shuaib Uddin, Director Information, NWFP for comment and adjustment. The MoU is anticipated to be signed in the next quarter.
- ◆ During the reporting period, the CBP facilitated the production and radio broadcast of 76 'Kadam Pa Kadam' 'Step by Step' programs in Peshawar. In order to take into consideration cultural sensitivities and the current situation in the FATA region, Islamic religious scholars discussed such topics as peace and social harmony as it relates to Islam. Other segments included the Drama serial "Namar Pa Chinaroono" (Sun Rays On The Top of Maple Trees) which incorporates topics of education and development. "Zama Kalae Zama Koor" (my village my home) is a 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 and interviews provide models of positive development change, specifically for youth to imitate. For the promotion of FATA poets a segment called "Ledal Katal" ("Chat with a



*The Premier of the Teleplay 'LA Tha Zar Sha'
Held in Islamabad*

Poet”) was aired, in which poetry and literature were highlighted. Since inception, 330 programs of “*Kadam pa Kadam*” have been broadcast.

KPK Evaluation Report (2009)

The FATA CBP carried out a listener survey and assessment of the radio program *Kadam Pa Kadam*. This study was implemented by SEBCON in 2009. The main objective of conducting this assessment was to ascertain the effectiveness and outreach of key strategic communication messages in FATA through radio. With a rigorous approach to survey methodology, the following findings were derived:

Findings:

- Average number of radios per household in FATA and FR regions is 1.65.
- In FATA and FR regions, radio is available at 100% tea shops/hotels, whereas at 58.33% tea shops/hotels TV is the main source of entertainment and information.
- 21% sampled households in FATA agencies and 16% in FR regions have awareness about KPK.
- People spend on average 2.36 hours daily in FATA and FR regions listening to the radio.
- 16% of respondents are ‘regular’ KPK listeners (18% in FATA agencies and 13% in FR regions).
- 39.6% of people preferred morning and night timings for listening to the radio whereas 38.6% people preferred to listen to the radio at night time in FATA and FR regions.
- Most preferred segments of KPK in the FATA Agencies were Drama *Namar pa Chinarono*, Health Awareness Program and *Kamyabi Safar*.
- Majority of the people think KPK plays a vital role in motivating people, creating awareness about health, creating a soft image of FATA people and spreading a message of peace among the community.
- In FATA agencies and FR region, a total of 89% of participants rated KPK as either interesting or very interesting.
- Majority of the people disliked KPK because of unequal representation of agencies, differences in Pashto dialect and projection of bad characters in dramas.
- Mostly people suggested that KPK must change its timings, provide equal representation to all agencies, improve frequency and voice quality, encourage more female participation, and invite more poets, writers, sociologists, psychologist and local artists.
- The only source of feedback is direct audience response through sms, telephone, or letters. Initial discussions with the KPK program team revealed that the community responses are least concerned with the content of the program. Their comments mostly related to personal problems of the audience rather than an audience that looks to the program as a problem solver, a role well-played by the print media throughout Pakistani history.

Conclusion:

- The KPK radio program has built a robust audience of regular listeners, and has succeeded in producing a nuanced radio content formula for FATA that offers an effective alternative to illegal FM broadcasting by militants;
- In addition to the audience numbers themselves, qualitative evidence gathered through focus group research indicates the program’s broadcast content formula is resonating effectively in FATA and the popularity of the program is increasing. Given that KPK has only been broadcasting since March 2009 (8 months preceding the listener survey), this should be perceived as a significant positive result that can be further improved upon by following the recommendations contained in the SEBCON report.
- One of the factors preventing further expansion of KPK’s popularity is the relatively weak signal/poor voice quality emanating from Radio Peshawar’s antiquated analogue signal. However, Radio Peshawar still ranked as the third most popular radio station among respondents in FATA. According to survey respondents, two of the four most popular radio stations in FATA – Peshawar Radio and Radio Khyber (3 & 4 respectively) – are stations that either receive assistance from USAID or run programs that are supported by USAID. In light of this evidence, the CBP has strongly recommended that USAID proceed with proposed upgrades of PBC’s AM radio transmitters at Peshawar and D.I. Khan.

- ◆ During the quarter, the CBP facilitated the production and radio broadcast of Radio *Amn*. These segments discussed and transmitted a diverse range of topics including education, women’s education, society, traditions, culture, agriculture, development, peace, fashion, comedy features, morals, norms, Islam, children’s issues, and many others. Since inception, two hundred and forty four (244) programs of FM *Amn* have been broadcast.

Challenges and Issues

- ◆ The resignation of the Communication Specialist at the start of the quarter was a challenge owing to the urgency of time and deadlines envisaged in the work plan. The project senior communications advisor, Ken Bricker has been working with the team to manage the gap of the communications specialist. As the project reaches completion in 8 months this post is not going to be replaced and CBP will continue to manage communications with its existing team.

- ◆ As a result of poor leadership in the FS Media Cell, there has been delayed progress in achieving media cell workplan deliverables. Thus, the FS-Media Cell has been unable to function as intended and its full value and potential have not yet been realized. Despite repeated discussions with USAID and the FS regarding the Media Cell Director's performance, no action was taken to remove him from the post. During the last quarter, the Media Cell Director's contract expired and, per the CBP's advice, the FS agreed not to renew the contract. Following the Media Cell Director's departure, the FS made a strategic decision to transform the Media Cell into an information directorate within the FS and to transfer its operations from the 8 Shami Road location to the FS headquarters in Peshawar.
- ◆ Under the Media Cell Director's management, the Media Cell staff became demoralized and, as a result, the outputs of the MC/FID suffered. Over time, five of the seven original core staff resigned. The reasons cited for their resignations included the following: frustration with leadership; a growing sense that the Media Cell lacked relevancy within the FS structure; and the absence of progress in developing their professional skills.
- ◆ Unfortunately, the recruitment process for a new Media Cell director required three months to complete and the criteria used in the selection process by the FS went against the advice of senior CBP communications staff. Senior CBP communications staff met with the FATA ACS on February 24th to emphasize the critical nature of this appointment and to reinforce the CBP's opinion that the new director should be a younger, more dynamic person with experience in the practical applications of new media technologies and ideally from the private sector. The CBP also recommended that FID Media Liaison Officer Tariq Afridi be considered for the post. Two rounds of advertisements were placed in search of a new director. Despite the fact that several talented, younger individuals from the private sector applied for the director position, the candidate ultimately selected by the FS was a retired government bureaucrat who had previously served at the FS as a communications specialist. According to senior FS officials, the new director's performance thus far has been weak and he has been struggling to fulfill the duties of the position.
- ◆ In addition to the loss of most of the original core staff, the FATA ACS decided to postpone the second and third round of hiring for additional staff (as called for in the FID's work plan). His rationale was that the hiring of additional staff should not occur without the input of the new director who would supervise them. Under the approved FID organogram, the staffing level at this point should include at least 30 employees. In reality, the FID staff currently consists of the media liaison officer and photographer. Although the CBP agrees with this decision by the ACS, in the bigger picture, this delay has shown that recruitment for the FID will be very difficult. The CBP will determine what recruitment is possible during the next quarter.

Lessons Learned

- ◆ In such environments as FATA and when working with underdeveloped institutions, it is important to remain flexible and to give time for desired outcomes to evolve. That said it is also important to acknowledge that not all interventions will succeed and that adjustments need to be made or activities need to be reconsidered.

In light of the challenges described above, the CBP recommends that the current schedule of deliverables contained in the CBP 2010 workplan pertaining to FID be revised to reflect the fact that the FID is under-staffed and operating at a reduced capacity. Although action has been initiated to fill the vacated core staff positions, the recruitment process will be lengthy and could take up to two or three months to complete.

The CBP recommends the following revisions:

Section 1 of the CBP Component F Results Achievement Matrix

Activity: Develop and Diversify FID's Role in Promoting Effective Communication in FATA

- **Deliverable: FATA Communications Strategy Implemented in 2 Agencies on a Pilot Basis**
- **Deliverable: 2 Agency Information Officers Hired While Reporting to the FID and Coordinating with Their Respective Political Agent**

Given the ongoing staffing delays and hiring difficulties mentioned above, both of these deliverables will not be possible during 2010 and should be removed from the workplan. As the FID is struggling to maintain its basic capacity at the headquarters level, it is unlikely to develop enough capacity to extend its mandate further by

implementing a communications strategy regionally, at least not within the relatively short time frame available for implementation.

- **Deliverable: 4 Radio Dramas Developed at Agency Levels and Broadcast by the FID**

The CBP recommends that the CBP communications staff manage this deliverable through private vendors and local consultants and will start processing these during the next quarter. The CBP has already demonstrated the ability to deliver audio-video content on a timely basis and will simply add these radio dramas to its existing schedule of audio-video deliverables.

- ◆ In order for a media cell to play an effective role as a communications coordinating body, it should be co-located with other departments of the Secretariat. This is especially true for a new body. Being located within the Secretariat will allow media staff to develop relationships with their colleagues and stay informed about FS activities and programs which will help them to better craft relevant messages and media products.

Regardless of the amount and quality of technical assistance rendered, a project of this nature requires enthusiastic and consistent support from the benefiting government partner, such as the FS.

SECURITY AND PROJECT MANAGEMENT

Security Arrangements

The CBP security team continued to support the project in both Islamabad and Peshawar. The team maintained a close eye on all incidents that impact the Project across Pakistan as the intelligence and situation reports continued to flow in from the CBP Agency Coordinators and other sources. National and international CBP staff continued to travel to and from Peshawar on a regular basis to ensure project continuity. The security teams in both cities conducted regular security briefs for all staff.

During the quarter, the CBP facilitated the USAID security meetings in Islamabad Office. These meetings focused on discussing the security situation in Pakistan. USAID requested the CBP to generate a security related database and mapping system. The CBP relocated CCTV cameras from the Media Cell and installed them at the Pakistan Broadcasting Center (PBC). This now completes the CBP's support for security upgrades for the PBC. Three security staff personnel attended a security awareness training conducted by the International Organization for Migration (IOM).

Project Management

- ◆ The weekly updates for the Mission Director and the Administrator, as well as monthly and quarterly reports were generated and submitted on a regular basis.
- ◆ USAID approved the CBP Annual Work Plan 2010.
- ◆ As of March 31, 2010 there were one hundred and four (104) local national staff working for the CBP, seven (7) expatriate staff and forty-three (43) local short-term national staff. This figure includes the staffing support provided to the FS, FDA and GoNWFP. The CBP team also carried out annual performance reviews for its entire staff.
- ◆ The CBP completed the renovation of the new Media Cell (FID) location and assisted in relocating FID staff to the new location. The CBP closed down its Kohat Office.

Challenges and Issues

- ◆ Communication package for radio hand-held equipment has taken nine months to receive from the date of purchase, even though the vendor promised arrival in two months. Furthermore, the CBP is must then apply for Licenses and No Objection Certificate (NOC), which could take another three months before the system can be operational.

Lessons Learned

- ◆ It is advisable that USAID imports all armored vehicles on behalf of agencies/organizations in Pakistan.

◆ Report of PMP Indicators Achievement Matrix

Program Area	Phoenix Code	Program Element	BASELINE DATA				Component			
			(FY)		2009 (01/01/10 - 03/31/10)					
			Base-line Year	Base-line Value	Target 2009	Ach during period		Target Total	Actual Total	
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				20 sub-national entities in FS, 5 in FDA, 3 with GoNWFP and 9 other stakeholders			
			2008	0	36	37		36	37	
			F indicator: # of individuals who received USG-assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization (W/M)					93 training imparted benefiting 1,421 staff members of FS and FDA.		
			2008	0	120	100			2192	1421
			Custom indicator: Average score on the skills/knowledge/ability post-test of training participants							
2008	TBD	20	30	20	30	Based on pre and post training evaluation scores from eight trainings out of eleven trainings conducted during the quarter.				
2.4 Civil Society	A044	2.4.1 Civic Participation	F indicator: # of CSOs using USG assistance to improve internal organizational capacity				126 grants approved benefiting over 45 indigenous CSOs of FATA			
			2008	0	0	0		80	45	
			Custom indicator: Organizational Capacity Assessment Tool Score					Institutional assessment carried out for 6 CSOs.		
			2008	TBD	20	59			20	59
			Custom indicator: %age change in average score on the skills/knowledge/ability post test of training participant							
2008	TBD	20	46	20	46	Based on the pre and post test scores of three trainings conducted in the reporting quarter				
2.4.2 Media Freedom	A045	2.4.2 Media Freedom	F indicator: # of government media relations staff trained with USG assistance				Seven training sessions held including "Practical Applications of SMS/New Media Technologies", "Conceptual Overview of SMS Frontline Technology", "SMS Frontline Technology Training", "Effective Internal Communications & Promotion of GoP/FS Development Projects & Policies			
			2008	0	0	0		50	25	
			Custom Indicator: # of TV and Radio programs produced					These include <i>Da Ulas Ghag</i> "Voices of the people"; <i>Qadam ba Qadam</i> "Step by Step"; and Peace Radio Program "Amn"		
			2008	0	166	166			1050	944
			Custom indicator: # of development projects implemented as result of CMC working group efforts							
2008	TBD	10	28	10	28	28 projects including 11 DWSS, 12 rehabilitation of electricity distribution and 3 rehabilitation of education institutes and 2 related to roads.				

