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CAPACITY BUILDING FOR THE FATA DEVELOPMENT PROGRAM

EIGHTH QUARTERLY REPORT: OCTOBER – DECEMBER 2009

SUBMITTED TO USAID/PAKISTAN

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

JANUARY 2010

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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:

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Development Alternatives Incorporated (DAI)

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LIST OF ACRONYMS

ACS	Additional Chief Secretary	RAM	Results Achievement Matrix
ADPs	Annual Development Plans	RIGs	Regional Inspector General's
AJK	Azad Jammu Kashmir	ROZ	Reconstruction Opportunity Zone
ANFC	Advisor National Finance Commission	SMT	Senior Management Team
ASPD	Additional Secretary Planning and Development	SPD	Secretary Planning and Development
ATS	Activity Tracking System	TA	Technical Assistance
AWP	Annual Work Plan	ToR	Terms of Reference
BoS	Bureau of Statistics	USAID	U.S. Agency for International Development
CAP	Community Appraisal Program	VSAT	Very Small Aperture Terminal
CoAS	Chief of Army Staff		
CBP	Capacity Building Project		
CEO	Chief Executive Officer		
CLS	Core Labor Standards		
CMAG	Civil Military Advisory Group		
CMAS	Civil Military Affairs Specialist		
CMC	Civil Military Committee		
CMCC	Civil Military Coordination Committee		
CMO	Civil Military Operations		
COTR	Contracting Officers Technical Representative		
CSO	Civil Society Organization		
CVSP	Civilian Voluntary Security Program		
DAI	Development Alternatives Inc		
DGoP	Director General of Projects		
DICB	Director Institutional Capacity Building		
DWSS	Drinking Water Supply & Sewage		
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		
IMS	Institute of Management Sciences		
IRM	Institute of Rural Management		
ISP	Internet Service Provider		
IT	Information Technology		
KKT	Kher Khegara Tanzeem		
KWH	Khyber Welfare Home		
KWO	Khushkhai Welfare Organization		
KRSO	Kurram Rural Support Organization		
LAN	Local Area Network		
LDP	Livelihood Development Program		
MoU	Memorandum of Understanding		
M&V	Monitoring and Verification		
NFC	National Finance Commission		
NHP	Net Hydel Profits		
NRSP	National Rural Support Program		
NWPF	North West Frontier Province		
PA	Political Agent		
PPRA	Public Procurement Regulatory Authority		

TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
COMPONENT A: OPERATIONALIZE FATA SUSTAINABLE DEVELOPMENT PLANS	9
COMPONENT B: MONITORING AND REPORTING	10
COMPONENT C: IMPROVE CAPACITY OF FATA PUBLIC SECTOR INSTITUTIONS	11
COMPONENT D: IMPROVE CAPACITY OF CIVIL SOCIETY ORGANIZATIONS	13
COMPONENT E: IMPROVE COORDINATION AND INTEGRATION OF CIVILIAN AND MILITARY ACTIVITIES	14
COMPONENT F: MEDIA STRATEGY	15
SECURITY AND PROJECT MANAGEMENT	16

EXECUTIVE SUMMARY

BACKGROUND

During the reporting quarter, the progress of the Federally Administered Tribal Areas (FATA) CBP was substantially hindered by a delay in incremental funding and by uncertainty as to whether or not the contract would be prematurely terminated by December 2009. As a consequence, the main focus of the quarter was reporting to the mission, developing transition plans, curtailing spending, and closedown planning. All program activities were scaled back and many key program activities were put on hold. Therefore, limited results were achieved during the reporting period.

In June 2009, under the auspices of the Federal Acquisition Regulation, the Capacity Building Project (CBP) notified the USAID/Pakistan mission that additional funds were required and requested \$15.3 million in incremental funding. The mission delayed approving the amount requested, and in September 2009, the mission approved only \$4.7 million in additional funding in order to keep CBP in operation through December 2009 while the mission developed a new strategy for foreign assistance in Pakistan.

During the reporting period in October 2009, USAID requested that CBP develop a closedown plan, and given the prospect of ending the contract in December 2009, many of the project's activities during this period were focused on closedown preparation. In December 2009 the mission approved a further \$8 million to allow the CBP to continue through to the original contract end date, December 31, 2010. CBP was informed that only a further \$4 million in incremental funding would be obligated during 2010, as per the project's burn rate. From the original contract ceiling of \$45 million, this represents a ceiling reduction of \$14 million to bring the new project total from 2008-2010 to \$31 million.

The Office of the Regional Inspector General (OIG) conducted a program audit of CBP throughout October and November 2009. The team fully cooperated with the auditors and provided presentations on every component of the project and provided all supporting documentation and information as requested. The auditors expressed that the program was achieving some good results under very difficult circumstances. Of the seven components of the project, the only area that was thoroughly reviewed was the IT activities of component "C" - *Improve Capacity of FATA Public Sector Institutions*. The auditor raised four recommendations for the program which are detailed in their final report and are also outlined below:

- Provide immediate written guidance to the contractor and to the FATA governmental institutions identifying contractual arrangements that would be implemented in the Capacity Building for the Federally Administered Tribal Areas Development Program; while the mission transitions to USAID's new implementation strategy.
- Develop and issue implementation plans, following best practices, to (1) assign 260 computers (and related equipment) to the FATA governmental institutions and (2) transfer 140 laptop computers to the North-West Frontier Province and to ensure that the computer equipment will be used for intended purposes and that maximum benefits will be derived from this equipment.
- Take immediate steps to confirm the existence of 72 laptop computers. If the laptop computers cannot be produced, the mission should issue a bill of collection to the contractor for \$1,400 for each missing laptop.
- Require the contractor to develop and put into use detailed implementation plans for both the geographic information system and the planning commission database under development for use by the Federally Administered Tribal Areas Secretariat. The plans should identify roles and responsibilities to be carried out by the contractor and others and should contain best practices of systems development, such as obtaining approval by stakeholders, establishing target dates for completing user manuals, training users and administrators, and preparing for the final handover of day-to-day operations and maintenance to the Secretariat.

The project team agreed with the recommendations and has actively worked throughout the reporting period to address the concerns. The following actions were undertaken during the reporting period:

- Implementation plans following best practices were developed for all IT equipment delivered to the FS, FDA and NWFP Government, and were submitted to USAID.

- DAI took immediate steps to identify the missing laptops, and by the end of the reporting period, had identified 64 of the 72 missing laptops.
- With support of the DAI home office and the DAI Serbia office, CBP developed and put into use detailed implementation plans for both the geographic information system and the planning commission database under development for use by the Federally Administered Tribal Areas Secretariat. The plans were submitted to USAID during the reporting period for review and comment.

Although DAI agrees with the core recommendations which address only part of component “C”, the report failed to assess the other 6 components of the program. Therefore, DAI disagrees that the report can comment effectively on whether or not the program is meeting the goals enumerated in the task order.

Component A: Operationalize FATA Sustainable Development Plans

- A study was conducted to identify changes that are needed in the current Pakistani Labor Laws in order to comply with International Labor Law standards, especially in the context of the Reconstruction Opportunity Zones (ROZs), and which should be implemented in the North West Frontier Province (NWFP) and FATA. This study also recommended a suitable road map to ensure compliance with labor standard requirements contained in the ROZ legislation.

Component B: Monitoring and Reporting

- In order to support evidence-based decision-making for the U.S Agency for International Development (USAID), , CBP monitors and verifies USAID-funded projects operating in the FATA on a regular basis in order to ensure accountability and transparency. During this quarter, the CBP team carried out two hundred and forty-three (243) Monitoring and Verification (M&V) visits of projects currently being implemented by USAID partners.
- During the reporting period, the CBP team reinstalled the Activity Tracking System (ATS) per the request of USAID’s Peshawar IT point of contact (systems manager) who wanted to learn and understand the ATS system. The ATS, which includes software and databases which would be populated with USAID partner activity data, was installed on the server of the USAID Consulate Office in Peshawar. This software would allow USAID to visualize what USAID partners are doing in FATA on a map.
- The CBP Geographical Information System (GIS) team implemented a two day technical training session to the Systems Manager of USAID on the ATS. This training focused mainly on sharing the technical aspects of the ATS interface and database structure.

Component C: Improve Capacity of FATA Public Sector Institutions

- During the reporting period, CBP facilitated 8 training sessions which benefited ninety seven (97) staff from the FATA Secretariat (FS) and the FATA Development Authority (FDA). These sessions focused on building capacity of staff in project management, financial management and Information Technology (IT). Since inception, CBP has facilitated eighty two (82) training sessions for the FS and FDA with thirteen hundred and twenty-one (1321) staff being trained.
- During the reporting period, CBP continued providing IT-related support to FDA and FS. The CBP team installed a main firewall at the FDA main office, which will be used to protect FDA network and to establish connectivity to its sub offices. Furthermore, the CBP IT team developed a draft of IT security and general policy guidelines for the FS, FDA and NWFP Government.
- During the reporting period, CBP held a meeting with the FATA Secretary of Planning and Development (SPD) and the Additional Secretary of Planning and Development (ASPD). The purpose of the meeting was to inform the FS of all CBP IT-related support; including previous and on-going activities with a specific focus on GIS. Additionally, they were informed that CBP would provide a detailed plan on how the GIS unit would be formed within the FS and what requirements would be needed from CBP and the FS.
- An orientation meeting regarding the automation of the PC-1 system (the planning commission document system allows the GoP to propose development projects to be funded and implemented with state and federal funds) was held with the FS representatives at the CBP Islamabad Office. Eight representatives of the FS attended the meeting headed by the ASPD. The meeting aimed to present and discuss schemes planned to automate the development planning and operations of the FS (PC-1 database) and the associated roll out plan for the system.
- Based on this orientation meeting, the CBP team initiated work on the hardware, infrastructure and software aspects of the PC Automation System in order to operationalize this system within FS throughout 2010. CBP will

assist the FS in the installation of the Very Small Aperture Terminal (VSAT) facility which will be required for all the agencies except the Khyber Agency. As a result of the meeting, CBP and the FS agreed upon the design and approach for the PC-1 system.

- In order to create an Annual Work Plan (AWP) for 2010 that is demand-driven and that represents a joint effort between the FS and FDA, CBP held separate meetings with the FS Director General of Projects (DGoP) and the FDA Chief Executive Officer (CEO). During these meetings, CBP shared the key thrust of its program for 2010 and received very useful feedback from key stakeholders. Based on these fruitful meetings, CBP shared the outline of the AWP and training plan for 2010 with the FS and FDA.

Component D: Improve Capacity of Civil Society Organizations

- During the reporting period, CBP facilitated four (4) training sessions to build the capacity of eighty three (83) Civil Society Organization (CSO) staff members. Since inception, sixteen (16) training sessions have been conducted benefiting three hundred and fifty-one (351) CSO staff members.
- During the reporting month, fifteen (15) grants were approved, three of which related to institutional support. Twelve of the approved grants were related to strategic planning. Since inception, CBP has partnered with forty-five (45) CSOs in FATA. Ninety nine (99) grants were awarded to partner CSOs.
- During the reporting period, two (2) batches of the CSO Internship Program were implemented, which included fifty-nine (59) interns who completed their six week internship with the National Rural Support Program (NRSP) and the Sungi Development Foundation. To date, a total of one hundred and thirty nine (139) FATA CSO staff members have benefited from the CBP internship program.

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

- During the reporting period, the 14th meeting of the Civil Military Coordination Committee (CMCC) was held at the CBP Islamabad Office. The participants were informed about operationalization of the Civil Military Committee (CMC) in Bajaur and Mohmand. Progress of all the projects was reviewed in the light of current security and political scenario.
- During the reporting period, the CMCC Mohmand held a final meeting on Project Portfolio with the Political Agent (PA) from Mohmand. Additional Political Agents discussed and finalized the list of projects as per the selection criteria.
- The Civil Military Affairs Specialist (CMAS) held a meeting with DGoP FS on November 18, 2009 to discuss the issues pertaining to CMC and project portfolio CMC Mohmand. They also proposed establishment of CMC South Waziristan.
- During the reporting period, CBP held a meeting with the FS DGoP, the Frontier Corps and the 11th Corps representatives regarding the distribution of radio sets. In another meeting, Khalid Aziz, Director of Institutional Capacity Building (DICB), explained the objectives of distributing these radio sets to the FATA Additional Chief Secretary (ACS). A Memorandum of Understanding (MoU) was signed with the FS to distribute sixty two thousand (62,000) radio sets.

Component F: Communications Strategy

- During the reporting period, the tele-play, "La Ta Zar Sha (Love you to death)" was completed. The final draft of the tele-play "La Ta Zar Sha" was approved by the review committee and the DICB. Similarly, the recording of the peace songs album and its post-production is near completion. Seven (7) songs have been finalized.
- During the reporting period, CBP facilitated production and broadcast of sixty-eight (68) programs of "Da Ulas Ghag (Voices of People)" from Radio Peshawar. Additionally, seventy-nine (79) studio-based programs of "Kadam Pa Kadam (Step by Step)" were produced and broadcasted from PBC Peshawar and ninety-two (92) Peace Radio Programs were broadcasted from FM Mardan.

Additional Deliverables

- During the reporting period, Mr. Khalid Aziz, DICB CBP, briefed the "National Security Course" at the request of North West Frontier Province (NWFP) Government. He touched on various financial, security and communication related issues in FATA and NWFP.
- As Advisor of the National Finance Commission (ANFC) to the Government of NWFP, Mr. Khalid Aziz participated in the National Finance Commission (NFC) meetings held in Peshawar. The issue of Net Hydrel Profits (NHP) was discussed and finalized.

- In consequence to CBP's support and other partners, the participants of the NFC discussions agreed on the formula of population, poverty, revenue collection/generation and inverse population density to determine distribution of federal funds to the provinces.
- During the reporting period, DICB presented a paper on "Internal Security & Law Enforcement" at the panel discussion arranged by the National Defense University, Islamabad. He also held a meeting with the Chief of Army Staff (CoAS) on "Possibility of FATA Reforms after the Military Operation in Waziristan."

Results Achievement Matrix (RAM) 4th Quarter October-December 2009

No.	Activity	Deliverable(s)	Unit	Qtr 04 (Oct-Dec 2009)		AWP 2009		Remarks
				Targets	Ach	Targets	Ach	
Component A - Operationalize the FATA Sustainable Development Plans								
1	Conduct Technical Assistance (TA) Study on ROZs	Study Conducted and Action Plan Prepared	Action Plan	1	1	1	1	A study was conducted to identify changes needed in Labor Laws to comply with International Labor Laws standards, especially in the context of ROZ.
4	Provide Personnel Support for implementation of ROZ	Provide personnel support to key entities tasked with the development and implementation of ROZs	No. of Consultants	NB	-	NB	2	International and domestic labor experts were recruited. They were engaged to study labor laws standards in the context of ROZ.
5	Provide ROZ Training Support	Training Facilitated	No. of Training	1	-	1	-	Owing to funding constraints and shift in USAID's policy for program implementation, this activity was put on hold.
Component B - Monitoring and Reporting								
1	Develop GIS System for USAID Partners	FATA GIS system developed	No. of System	1	-	1	1	CBP has facilitated development and deployment of the GIS ATS at the US Consulate in Peshawar
2	Develop USAID's Results Framework for FATA	Carried out Monitoring and Verification visits on projects being implemented by the USAID partners	No. of Projects	NB	243	NB	592	3 USAID partner projects were monitored: the Livelihoods Development Program (LDP)-Upper, LDP-Lower, and the Improved Child Health Project.
Component C - Improve Capacity of FATA Public Sector Institutions								
1	Capacity Building Through Focused Training	Development planning capacity enhanced	No. of Training	4	-	14	10	These trainings were put on hold due to insufficient funds.
		Financial management capacity enhanced	No. of Training	8	3	11	6	Benefited 5 staff members of FS
Develop TA and Training for Core Areas of Assistance; Deliver Technical Assistance and On-The-Job Training		Project management capacity enhanced	No. of Training	3	3	14	14	Benefited 45 staff members of FS
		Training on IT conducted	No. of Training	6	1	12	5	22 staff members of FS were trained to improve their IT skills
		Staffing support provided to FS	No. of staff	32	Ongoing	32	Ongoing	Terms of Reference developed and selection of company to provide IT staffing support to the FS is underway.
		Network installation completed	No. of Sites	1	-	2	5	Networking of FDA Main Building, 2 sub-offices of FDA and two blocks of FS have been completed.
		IT equipment provided	No. of equipment	614	262	1272	910	The following IT equipment was delivered to the respective institutions: FS (567), FDA (276) and NWFP Government (67)
		FATA GIS system developed	No. of Systems	NP	Ongoing	1	Ongoing	Needs assessment of FATA Secretariat requirements for GIS conducted.
		GIS Orientation Workshops Conducted	No. of Workshops	1	-	4	5	
Capacity building workshops conducted	No. of Training	1	-	3	1	PM&R training targeted for FATA P&D Department, FATA Monitoring Cell and FATA Line Departments.		

Results Achievement Matrix (RAM) 4th Quarter October-December 2009

No.	Activity	Deliverable(s)	Unit	Qtr 04 (Oct-Dec 2009)		AWP 2009		Remarks
				Targets	Ach	Targets	Ach	
3	Improve availability of Baseline Information for FATA Sustainable Development Plan	Database developed for capturing PC-1s	No. of Database	1	Ongoing	1	Ongoing	PC-1's Database development was initiated capturing infrastructure, production and social sectors.
		Sectors covered in Database	No. of Sectors	1	-	4	15	A total of 393 PC-1's have been collected (both hard and soft copies) from FS covering all 15 sectors of FATA ADP 2008-09.
		Capacity building workshops conducted	No. of Training	1	1	2	2	22 staff from BoS trained in the "Development of Tehsil-based Indicators"
4	Design of Financial Management by CBP for the FS and FDA	Draft report presented to USAID	No. of Report	1	1	1	1	The study has been conducted and a draft report has been prepared.
Component D - Improve Capacity of Civil Society Organizations (CSOs)								
3	Provide Institutional support to Indigenous CSOs	CSOs supported	No. of CSOs	10	7	40	45	As part of institutional support, internship and strategic planning activities were conducted with the CSOs.
		Seed Grants processed	No. of grants	10	15	40	79	As part of institutional support, internship and strategic planning activities were conducted with the CSOs.
		Development Grants processed	No. of grants	4	Ongoing	6	Ongoing	CBP has proposed amendments in the Grants Manual and feedback from USAID is awaited
		Advanced Grants processed	No. of grants	3	Ongoing	4	Ongoing	CBP has proposed amendments in the Grants Manual and feedback from USAID is awaited
		Training Delivered	No. of Training	3	4	10	10	83 staff members from 45 FATA CSOs trained
4	Build and strengthen capacities of CSOs	Sets of Interns placed	No. of Sets	40	59	160	139	Two batches of CSOs interns were placed with the IRM, Islamabad and Sungl, Abbottabad.
		Strategic Plans Developed by CSOs	No. of Plans	35	6	50	6	CBP facilitated development of strategic plans of 6 indigenous CSOs of FATA
Component E - Improve Coordination and Integration of Civilian and Military Activities								
6	Draft CMO Doctrine	Draft CMO Doctrine developed	Doctrine	-	-	1	1	Verbal approval on CMO concept has been secured by Chairman Joint Staff Head Quarters.
8	USAID Partners Submit Proposals	Projects approved	No. of Projects	10	4	34	17	Project portfolio for both CMCs were approved and finalized.
9	CMC Cells start monitoring and reporting of Projects under S&R	Pilot projects implemented and monitored	No. of Projects	NB	3	2	3	Monitoring was carried out on regular basis by CMC team.
10	Execution of Projects by USAID Partners	Projects executed	No. of Projects	10	4	34	17	17 projects including 8 DWSS projects and 9 electrification projects were initiated.
12	Develop and start CMO training Courses	Training conducted	No. of Training	NB	-	NB	-	
13	Security plans for two Tehsils based on CVSP concept ready	Concept prepared and approved	No. of Plan			1		This activity was dropped as per instructions of USAID.
14	Two Case Studies for Training PAs on CMO	Case studies documented	Case Studies	1		2		This activity was dropped as per instructions of USAID.
15	Database of Ex-servicemen Ready	Database developed	Dbase			1		This activity was dropped as per instructions of USAID.
16	GIS-based Predictive Militancy	Draft developed and	No. of			1		This activity was dropped as per instructions of USAID.

Results Achievement Matrix (RAM) 4th Quarter October-December 2009

No.	Activity	Deliverable(s)	Unit	Qtr 04 (Oct-Dec 2009)		AWP 2009		Remarks
				Targets	Ach	Targets	Ach	
	Indicators ready for discussion in Civ-Mil Group	approved	document					
17	Project GIS Showing Development & Trouble Spots	GIS system developed	System			1		This activity was dropped as per instructions of USAID.
Component F - Media Strategy								
2	Develop and Implement FS Strategic Communications Plan	Briefings held to gain support	No. of Briefings	1	1	5	5	CBP media team held a meeting with local journalists where ways and means were discussed for engaging local journalists to contribute towards improved radio programs and quality news bulletin.
		"Voices of the people" content developed and broadcast	No. of programs	75	68	300	300	"Da Ulas Ghag (Voices of the people)" content developed and broadcast. This is a 15 minutes field-based radio program. Program was dropped during reporting period due to lack of funding.
		"Step by Step" content developed and broadcast	No. of programs	75	79	300	261	"Qadam pa Qadam (Step by Step)" content developed and broadcast. This is a 30 minutes studio-based program.
		Video documentary developed and shared	No. of documentary	NB	2	1	2	The 60-minute Tele-play, "La Ta Na Zar Sha" and 10 Peace songs musical album are under production.
		TV documentary screened and distributed	No. of documentary	1	-	4	7	"Cries of Anguish" and "Road to Peace" films were screened and distributed.
3	Develop Broadcast Content	TV documentaries translated in Pushto	No. of documentary	2	-	5	2	RFP was advertised for translation of video programs into Pashto but no vendors responded to the advertisement. Therefore, an RFP to noted production houses will be issued. The activity is temporarily on hold.
		FATA Journalists training held	No. of Training	NB	-	1	7	Seven training sessions were held benefiting 25 media professionals of FATA. These sessions included "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."
		Website of Media Cell developed	No. of website	1	Ongoing	1	Ongoing	The MC website development is in its final stages.
		Subscription established to an online library	No. of Subscription	-	-	2	1	
		Conferences on media communications and policy organized	No. of conferences	7	-	10	3	Conference held on, "Cost of Conflict in FATA & MICS Survey Report." Media Cell is working on a seminar titled, "Media coverage of Conflict & IDPs issues in FATA & NWFP."
		Discussion on creation of media board held	No. of meetings	NB	-	NB	1	

COMPONENT A: OPERATIONALIZE FATA

Sustainable Development Plans

TECHNICAL ASSISTANCE (TA) STUDY ON ROZ

- Per the request of the Chief Economist of the Government of NWFP, CBP provided technical assistance for a study that would identify the changes that need to be made to the labor policy in light of the labor law conditions contained in the ROZ legislation. One international and one domestic labor law expert were recruited to conduct this study.
- The study helped to identify the changes that need to be made to the existing Labor Laws in order to comply with the Core Labor Standards (CLS). An Inception Report was then submitted by the technical assistance team. Since USAID has put a hold on activities associated with this Component, the study could not be completed as planned. However, the completed Inception Report contains the preliminary assessment and analysis conducted by the team.

Key Findings and Recommendations:

- The current legal frame work for labor laws is quite exhaustive if followed and implemented properly. Stakeholders emphasized that a strict implementation of labor laws should apply. A few of these stakeholders also proposed establishing a separate authority to implement labor laws since the exiting mechanism does not implement labor laws effectively.
- The capacity of agencies implementing labor laws needs to be enhanced.
- Awareness of labor standards needs to be raised. By not issuing appointment letters to their employees, employers do not officially recognize their employees. As a result, workers are deprived of the basic rights guaranteed to them under various labor laws, including freedom of association and collective bargaining.
- Speedy resolution of labor cases is needed. However, the quantum of fines imposed by the courts should be increased so that it becomes a more effective deterrence.
- Political interference should be stopped in labor management affairs in industrial estates.
- The federal and provincial government should also give some rebate in taxes, gas and power in order to compensate for the disadvantageous location of the areas where ROZs are to be established. It is essential to improve the security situation in and around the zones. The organizations and individuals were of the view that energy shortage and the “law and order” situation are some of the key impediments that are hindering economic growth across the province.
- It is recommended that locally available gas resources should be fully exploited to provide cheaper energy to the ROZs.
- Special training and skills development programs should be developed to take advantage of the manpower available across the province. The employers and workers proposed a complete overhaul of existing technical skills training institutes by replacing outdated standards and curricula with new training options that are in demand today.
- Trade and commercial policies should be of longer duration. For example, the ROZs should be in existence for at least for 10 years.
- The government of Pakistan should help NWFP to participate in the Afghan and Central Asian markets by developing effective trade ties with these markets.

PERSONNEL SUPPORT FOR THE IMPLEMENTATION OF ROZs

- One international and one domestic labor expert were recruited to conduct this study.
- However, owing to the shift in USAID’s implementation strategy, this component was put on hold. By the end of 2009, USAID instructed that all work done by CBP on the component would be handed over to USAID during the first quarter of 2010.

COMPONENT B: MONITORING AND REPORTING

GIS SYSTEM DEVELOPMENT FOR USAID

- During the reporting period, the CBP team reinstalled the Activity Tracking System (ATS) per the request of USAID's Peshawar IT point of contact (systems manager) who wanted to learn and understand the ATS system. The ATS, which includes software and databases, was installed on the server of the USAID Consulate Office in Peshawar.
- In order for USAID and its partners to become familiar with this system, a two-day technical training session for the System Manager of USAID was held during December 2009. The training of the CBP GIS team focused mainly on sharing technical aspects of the ATS interface and database structure.



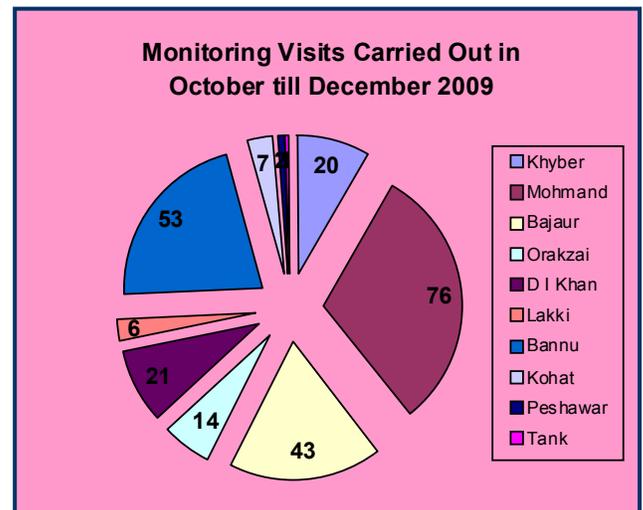
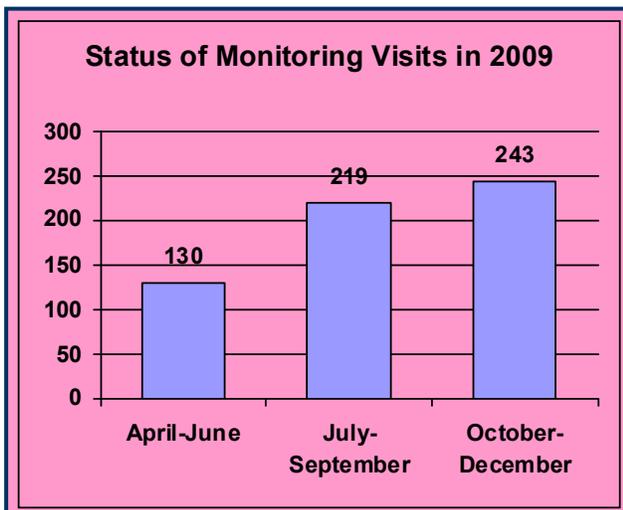
Technical training on ATS for USAID Staff

USAID RESULTS FRAMEWORK FOR FATA

- CBP was mandated to establish an appropriate Monitoring and Verification (M&V) framework for select USG projects in FATA. The purpose of the M&V framework is to ascertain how USAID funded activities are being implemented, whether the desired outcomes are being achieved, and whether assumptions being made in the planning process are valid. CBP has been implementing this initiative since May 2009.
- During the reporting period, the CBP team carried out two hundred and forty three (243) M&V visits to projects being implemented by USAID partners. The projects monitored are the *Livelihoods Development Program (LDP) Upper FATA* implemented by the Academy for Educational Development, *LDP Lower FATA* implemented by CHF International and *Improved Child Health Project* implemented by Save the Children US.
- The projects were diverse in terms of their sector and geographical spread. Project activities included agriculture, infrastructure, establishment of fruit orchards, land reclamation, drinking water supply, repair and renovation, construction of additional block at Government Girls Primary School, teacher's training, training of life skills to students and staff, literacy centers, training on District Health Information Systems, construction of roads and flood protection wall, rehabilitation of schools, distribution of tomato seeds, wheat seeds and fertilizer, and child health days.
- Since inception CBP has conducted five hundred and ninety two (592) M&V visits with projects implemented in Khyber Agency, Mohmand Agency, Orakzai Agency, Bajaur Agency, FR Lakki Marwat, FR Bannu, FR Kohat, FR DIKhan and FR Tank.



Wheat distribution observed during an M&V visit in Khvber Agency



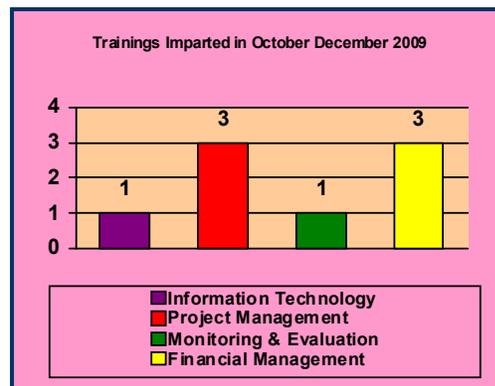
COMPONENT C: IMPROVE CAPACITY OF FATA PUBLIC SECTOR INSTITUTIONS

CAPACITY BUILDING THROUGH FOCUSED TRAINING

- During the reporting period, CBP facilitated eight (8) training courses. The courses focused on project management, financial development, IT and monitoring and evaluation. Ninety seven (97) staff members from FS and FDA attended. However, due to the unavailability of funds some of the courses were postponed.

PROJECT MANAGEMENT

- During the reporting period, CBP facilitated three (3) training courses on Project Management. The focus of the courses was to enhance staff knowledge on communication and presentation skills, gender analysis, gender mainstreaming framework and communication and advocacy skills. Forty-five (45) staff members working in FS attended. Since inception, CBP has completed thirty (30) training courses for four hundred and twenty six (426) staff members of FS and FDA.



FINANCIAL MANAGEMENT

- During the reporting period, CBP facilitated three (3) training courses on “Public Procurement Rules and Regulation” by Pakistan Public Procurement Regulatory Authority (PPRA). Five (5) staff members from FS participated. From the training, these individuals are now better equipped to prepare and monitor PC-1s, budgets and Annual Development Plans (ADPs). Since inception, CBP has completed thirteen (13) training courses for one hundred and twenty eight (128) staff members of FS and FDA.

INDICATORS DEVELOPMENT WORKSHOP

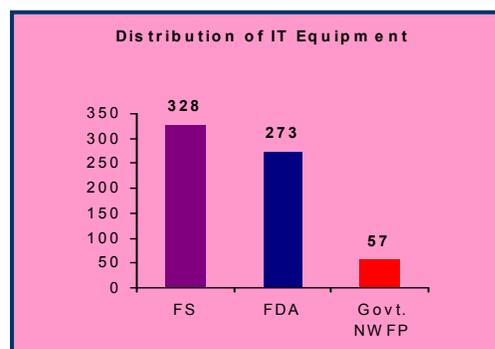
- During the reporting period, CBP, with the help of HTSPE Limited, facilitated a five (5) day training course in Islamabad on “Data Chain Management and Statistical Methods.” A total of twenty-five (25) participants attended the training course including nineteen (19) from the NWFP Bureau of Statistics (BoS) and six (6) from the FATA BoS. During the training, FATA/NWFP tehsil-based indicators of development status were finalized and the advanced skills used were imparted for data analysis and management. A meeting was later held between CBP, the Director of FATA/NWFP and BoS on the refinement of development indicators identified during the training course.



Training on 'Data Chain Management and Statistical Methods'

IT RELATED TA AND TRAINING FOR CORE AREAS OF ASSISTANCE

- During the reporting period, CBP facilitated a training course to build basic IT skills for twenty-two (22) staff of the Political Administration Office in Bajaur Agency. The training course focused on increasing the IT skills of the participants, and enabled the staff members to take advantage of the new IT infrastructure. CBP developed Terms of Reference (TORs) for potential vendors to provide IT staffing support to FS. The selection process for a suitable vendor is currently underway.
- To further enhance the technical support to FS and FDA, the number of IT equipment delivered to these agencies reached two hundred and sixty-two (262). Since inception, nine hundred and ten (910) pieces of IT equipment have been delivered to the FS, the FDA and the Government of NWFP (GoNWFP). The distribution includes five hundred and sixty seven (567) items for the FS, two hundred and seventy six (276) items for the FDA and sixty seven (67) items for the GoNWFP.



- In order to support the IT infrastructure of the FS and FDA, the CBP team installed a main firewall at the FDA head office. This firewall will be used to protect the FDA network and to establish connectivity to its sub offices. The CBP team completed connectivity of the Local Area Network (LAN) for the FDA sub offices. In total, the networking of the FDA main building and their two sub-offices, as well as the two blocks of the FS has been completed.

FATA GIS SYSTEM DEVELOPMENT

- In order to evaluate and assess the capacity of the GIS (i.e. hardware, software, human resources), CBP held a meeting with the Director of Monitoring Cell FATA to discuss additional capacity requirements and to enhance the monitoring functions of the FS. During the reporting period, the GIS team visited the FS to conduct a needs assessment. A meeting was held with the FATA PD and the ASPD to brief them on how the CBP GIS team could support the FS.

LAUNCHING OF THE PC AUTOMATION

- During the reporting period, an orientation meeting regarding the PC Automation System was held with FS representatives in the CBP Islamabad Office. The meeting was headed by the ASPD of FS. The meeting aimed to present and to discuss the schemes planned for automating the development planning and operations of the FS. A demonstration was made on ADP, PC-I and the PC-III automation system that was already developed by the CBP team in its initial form.
- The participants also discussed the hardware, infrastructure, software and training requirements for operationalizing the automation system within FS. A presentation was also made on USAID ATS, which could be customized and used for spatial mapping of FS PC-I projects. It was agreed that the FATA Planning and Development Department would act as the focal point, in order to ensure implementation and to provide leadership for the operationalization of the FATA PC Automation System within the FS and throughout the Agencies and Frontier Regions (FR).
- After the orientation meeting with the FS, the CBP team initiated its work on the hardware, infrastructure and software aspects of the PC Automation System to operationalize the system within the FS throughout 2010. CBP will assist the FS in the installation of the VSAT facility. The Khyber Agency Office is the only Agency office with access to an Internet Service Provider (ISP), and therefore, a VSAT facility would be required for all the other agency offices. Procurement of this VSAT system is in process.



Orientation Meeting on PC Automation System

ASSESSMENT OF FINANCIAL MANAGEMENT CAPACITY FOR THE FS

- During the quarter, a study titled “Institutional Assessment on Financial Management Capacities in the FS” was conducted, and a draft report has been prepared.

ADDITIONAL DELIVERABLE(S)

- In order to create an Annual Work Plan (AWP) for 2010 that is demand driven and that represents a joint effort between the FS and FDA, CBP held separate meetings with the FS Director General of Projects (DGoP) and the FDA Chief Executive Officer (CEO). During these meetings, CBP shared the key thrust of its program for 2010 and received very useful feedback from key stakeholders. Based on these fruitful meetings, CBP shared the outline of the AWP and training plan for 2010 with the FS and FDA.

COMPONENT D: IMPROVE CAPACITY OF CIVIL SOCIETY ORGANIZATIONS

INSTITUTIONAL SUPPORT TO THE INDIGENOUS CSOs

- During the reporting period, fifteen (15) seed grant proposals were approved by the Contracting Officer's Technical Representative (COTR). Three (3) grants were related to the institutional support and twelve (12) grants were related to strategic planning. CBP partnered with seven (7) new indigenous CSOs of FATA during October-December 2009. Since inception, CBP has partnered with forty-five (45) CSOs in FATA and ninety-nine (99) grants were awarded to partner CSOs. These grants pertained to the institutional support, capacity building and development of strategic plans of FATA-based CSOs.
- During this quarter, CBP conducted six (6) monitoring visits to partner CSOs of FATA. These included Kher Khagara Tanzeem (KKT), Khyber Welfare Home (KWH) and Khushkhai Welfare Organization (KWO) from Khyber Agency, Kurram Rural Support Organization (KRSO) from Kurram and AGHAZ & Community Appraisal Program (CAP) from Orakzai Agency. The prime purpose of these visits was to assess the utilization of assets being provided under the institutional support. It was encouraging to observe that all CSOs were effectively using these assets.

BUILDING AND STRENGTHENING CAPACITIES OF CSOs

- During the reporting period, CBP conducted four (4) training courses for eighty-four (84) CSO staff members. The courses were focused on building IT skills, monitoring and evaluation and communication skills. In 2009, CBP conducted ten (10) training courses which benefited two hundred and twenty-five (225) CSO staff members. Since the project's inception, CBP has facilitated sixteen (16) training courses for CSO staff members, which has benefited three hundred and fifty-one (351) staff members from forty-five (45) FATA-based CSOs.
- During the reporting period, CBP conducted an eight (8) day training on basic IT skills to twenty (20) CSO staff members at the Institute of Management Sciences (IMS) in Peshawar. Community activists/staff members from fifteen (15) CSOs participated in the training. The goal of the training was to increase their ability to benefit from the new technology and the available resources.
- During the reporting period, a five (5) day training titled "Effective Communication Skills to CSOs Staff" was held at the Institute of Rural Management (IRM) in Islamabad from November 2-6, 2009. Twenty (20) CSOs staff members participated in this training.
- During the reporting period, CBP conducted two training sessions titled "Participatory Monitoring & Evaluation" for forty four (44) CSO staff members. These trainings were focused on increasing awareness and knowledge on monitoring mechanisms, which would allow CSOs to monitor, evaluate and assess their performance and to develop the strategic plans to follow agreed-upon indicators.
- During the reporting period, two (2) batches of fifty-nine (59) interns of CSOs internship program completed a six-week internship with NRSP and Sungi Development Foundation. In-house orientation trainings for the two batches were completed. After these orientations, the interns were placed in different field offices in Azad Jammu and Kashmir (AJK) and Hazara division of NWFP. A team of two CBP staff members visited the internship programs in these areas. With the completion of these two batches, a total of one hundred and thirty-nine (139) FATA CSO staff members benefited from the CBP internship program.



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

CIVIL MILITARY COORDINATION STRUCTURE DEVELOPMENT

- During the reporting period, October- December 2009, the 14th CMCC meeting was held at the CBP Islamabad Office. The meeting included stakeholders who had the opportunity to discuss a wide range of civil military issues ongoing in the FATA and NWFP region, and the participants were informed about operationalization of the CMCs in Bajaur and Momand. The project's progress was reviewed in light of the current security and political scenario.



14th CMCC Meeting Held in Islamabad

PROJECTS IN CMCC BAJAUR AND MOHMAND

- During the quarter, the project portfolio of Mohmand Agency was finalized and approved. With a total outlay of \$6.27 million, the portfolio included fifty (50) projects related to health, communications and education sectors. No further projects were approved in Bajaur Seventeen (17) projects, which includes eight (8) DWSS projects and nine (9) electrification projects in Bajaur, were approved in the last quarter).

WORK ON THE CIVIL MILITARY OPERATIONS (CMO) DOCTRINE

- The concept of developing a doctrine for CMO was redefined to establish a Civil Military Advisory Group (CMAG) with the objective of developing Pakistani derived solutions with consensus from all stakeholders on how to best synchronize improvements to governance, political action, development and security activities. At the request of USAID, plans were made to expand the CMCC concept for NWFP, Baluchistan and at the national level. This concept was sidelined in September 2009 due to funding limitations and redirection of capacity building efforts.

WORK ON THE Civilian Voluntary Security Program (CVSP) CONCEPT

- The Civil Military CBP team planned to conduct a workshop among stakeholders to define a process for security integration and coordination, but USAID instructed the team to defer any further activity until policies of both the U.S. and Pakistani governments regarding organization, training and support of civil armed forces were further developed.

INFORMATION MANAGEMENT DEVELOPMENT

- Work was initiated in the area of Information Management Development, and IT improvements were made to support routine reporting and monitoring of civil military activities. However, a higher capacity needs to be achieved in existing organizations before more advanced software (to assist in analysis of information) can be introduced. This concept was not deemed to be an objective for 2009, but rather an enabler for other civil military objectives.

ADDITIONAL DELIVERABLE(S):

- During the quarter, Mr. Khalid Aziz, DICB delivered the "National Security Course" per request of the GoNWFP. Mr. Aziz touched upon various financial, security and communications related issues in FATA and NWFP region. Forty (40) participants including the GoNWFP attended this briefing.
- During the reporting period, Mr. Khalid Aziz presented a paper titled "Internal Security and Law Enforcement" at the panel discussion arranged by the National Defense University in Islamabad. During the meeting, he discussed factors influencing the security situation in FATA and NWFP, the importance of FATA for the whole of Pakistan, FATA reforms and the effects of military operations in Waziristan.
- During the reporting period, CBP held a meeting with the FS DGoP, the Frontier Corps and the 11th Corps representatives regarding the distribution of radio sets. In the meeting, distribution and monitoring plans were discussed along with associated media coverage. In another meeting, Mr. Khalid Aziz explained the objectives of distributing these radio sets to the FATA ACS. An MOU was signed with the FS to distribute the radio sets. The last shipment of these radios is expected to arrive in January 2010 and distribution is expected to start in early 2010.

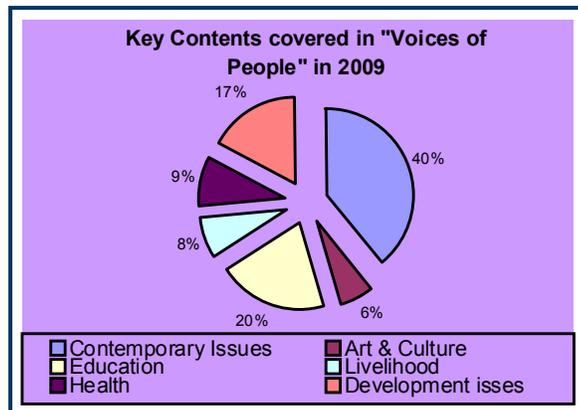
COMPONENT F: MEDIA STRATEGY

IMPLEMENTATION OF THE FS STRATEGIC COMMUNICATIONS PLAN

- The FS Media Team held a meeting with local journalists to engage them; and to discuss ways in which they could contribute towards improving radio programs and quality news bulletins.

DEVELOPMENT AND BROADCAST OF RADIO PROGRAMS

- During the reporting period, CBP facilitated the production and radio broadcast of sixty-eight (68) “Da Ulas Ghag (Voices of the People)” programs in Peshawar. The programs focused on promoting female education, health, economic opportunities, career counseling for the youth, development initiatives, culture and traditions, religion, humanity, norms and values, equality, rule of law, human rights and Internally Displaced People (IDPs). Since inception, three hundred (300) programs of “Da Ulas Ghag” have been broadcasted.
- CBP facilitated the production and radio broadcast of seventy-nine (79) “Qadam pa Qadam” programs during the quarter. The studio produced thirty-minute radio programs which were broadcast six (6) days per week on PBC-Peshawar. The programs educate listeners about FATA development projects and peace initiatives, job creation, agricultural development, education, health, civil society and peaceful religious worship. The program is produced in a mixed format which includes news updates, one-on-one interviews, panel discussions, songs, Pashtu poetry and storytelling. There is also a drama series that utilizes first-hand testimony and personal stories of people from FATA to promote positive messages of development and peace. Two hundred and sixty-one (261) programs were broadcast during the year.



DEVELOPMENT OF VIDEO DOCUMENTARIES

- During the reporting period, CBP also produced a tele-play “La Tha Zar Sha (Love You to Death).” The media team produced a video album “Drund Pukhtun (Proud Pukhtoon)” of ten (10) music videos that promote peace, love and brotherhood. An RFP will be advertised to select a vendor to screen and distribute these video programs.



Shooting of the play 'La Tha Zar Sha'

DEVELOPMENT OF THE MEDIA CELL (MC) WEBSITE

- In order to disseminate information and awareness about development activities in FATA, the creation of the FS Media Cell website was initiated. This activity is in its final stages and data is currently being uploaded onto the website. It is foreseen that the Media Cell website will have features like audio/video streams, online chat, multi-media, and a powerful search engine.

ADDITIONAL DELIVERABLE(S):

- Owing to the continued effort to support GoNWFP on the IDP issues, the construction of the broadcasting studio in FM Radio “Amn” was completed. Initial testing of the transmitter and antenna system were successfully carried out. Two hour test transmissions were on air and all the technical parameters were found to be good with excellent signal strength and a very good coverage area.
- During the reporting period, CBP signed an MoU with FS for the distribution of radio sets among local people of FATA. The last shipment of these radio sets are expected to arrive in January 2010 and distribution is expected to start in early 2010.

SECURITY AND PROJECT MANAGEMENT

SECURITY ARRANGEMENTS

Throughout 2009, the general security situation remained tense in Pakistan, especially in the FATA and NWFP with militants targeting military posts and public places. The military operation in South Waziristan after Swat intensified the militants' attacks in Islamabad, Peshawar, Lahore and Quetta. Military and police personnel were fatally wounded as militants continued to focus not only on hard targets, such as military establishments, but also on soft targets, such as local markets. The victims included children, women and military and security personnel.

The CBP security team continued to monitor incidents in FATA and NWFP and to mitigate the harm to the project staff, compounds and equipment. National and international CBP staff continued to travel to and from Peshawar on a regular basis to ensure project continuity.

The CBP offices in Peshawar and Islamabad tightened security for all visitors and all mail received was screened before it was delivered within the CBP compounds. CBP restricted staff movement to these areas, focusing on markets, large mosques and military installations. The security teams in both cities conducted regular security briefs for all staff. The CBP staff received message alerts as and when any major incidents occurred. The compound's security assessments for Peshawar and Islamabad were also carried out by the CBP security team.

PROJECT MANAGEMENT

- The weekly updates for the Mission Director and the Administrator, the monthly progress report and the quarterly reports were generated on a regular basis.
- Development of the CBP Annual Work Plan for 2010 was initiated in December 2009.
- During the reporting period, the main server of CBP was transferred from Peshawar to Islamabad. The internet connection of the CBP office in Peshawar was changed and upgraded to 6MB bandwidth.
- Mr. Khalid Aziz continued to perform his advisory role and support the GoNWFP to prepare for the National Finance Commission (NFC) Award meeting. As ANFC to the GoNWFP, Mr. Khalid Aziz participated in the NFC meetings held in Peshawar. The issue of Net Hydel Profits (NHP) was discussed and finalized. The provincial team on NFC was able to succeed with their claims of Pakistan rupees one hundred and ten billion (110 billion PKR) against NHP. The NHP award of this amount for NWFP was then announced by the Prime Minister of Pakistan during his visit to Peshawar on October 31, 2009. Mr. Khalid Aziz attended the 7th NFC meeting in Lahore along with the Finance Minister, Member NFC and Secretary Finance of NWFP. In this meeting, the participants agreed on the formula of population, poverty, revenue collection/generation and inverse population density. He also participated as an ANFC in the "7th NFC Award Signing Ceremony" held at Gawadar, Baluchistan on December 30, 2009.
- As of December 31, 2009 there were ninety-nine (99) local national staff working for CBP, seven (7) expatriate staff and thirty-seven (37) local short-term national staff. This figure includes the staffing support being provided to FS, FDA and GoNWFP.

Report of PMP Indicators Achievement Matrix

Program Area	Phoenix Code	Program Element	BASELINE DATA					Component				
			(FY)	2009 (10/01/09 - 12/31/09)		Cumulative Achievements To Date						
			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)						82 trainings conducted, benefiting 1,321 staff members of FS and FDA.			
			2008	0	140	97	2192			1321		
			Custom indicator: Average score on the skills/knowledge/ability post-test of training participants						Based on pre and post training evaluation scores from five trainings out of eight trainings conducted during the quarter.			
			2008	TBD	20	45	20			45		
			F indicator: # of CSOs using USG assistance to improve internal organizational capacity						99 grants approved, benefiting over 45 indigenous CSOs of FATA			
			2008	0	10	7	80			45		
			2.4 Civil Society	A044	2.4.1 Civic Participation	Custom indicator: Organizational Capacity Assessment Tool Score					Institutional assessment carried out for 6 CSOs and post scores will be conducted in next quarter.	
						2008	TBD		20	0		20
Custom indicator: %age change in average score on the skills/knowledge/ability post test of training participant						Based on the pre and post test scores of four trainings conducted in the reporting quarter						
2008	TBD	20					30	20	30			
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 and promotion of GoP/FS development projects & policies"						
2008	0	25					0	50	25			
2.5 Security Sector Governance	A04	2.5.2 Civilian Management and Oversight	Custom Indicator: # of TV and Radio programs produced					Programs produced are Da Ulas Ghag "Voices of the people"; Qadam pa Qadam "Step by Step"; and Peace Radio Program "Armi"				
			2008	0	450	239	1050		778			
			Custom indicator: # of development projects implemented as result of CMC working group efforts						17 projects including 8 DWSS and 9 rehabilitation of electricity distribution approved and implemented.			
			2008	TBD	10	17	10			17		