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# CAPACITY BUILDING FOR THE FATA DEVELOPMENT PROGRAM

**THIRD QUARTERLY REPORT: JULY-SEPTEMBER'2008**

**OCTOBER 2008**

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# CAPACITY BUILDING FOR THE FATA DEVELOPMENT PROGRAM

CAPACITY BUILDING PROJECT  
FATA SECRETARIAT AND  
FATA DEVELOPMENT AUTHORITY

**Quarterly Report: July-September 2008**

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.

# CONTENTS

- EXECUTIVE SUMMARY .....4**
- COMPONENT A & C: OPERATIONALIZE FATA SUSTAINABLE DEVELOPMENT PLANS AND IMPROVE CAPACITY OF FATA PUBLIC SECTOR INSTITUTIONS .....5**
- COMPONENT B: MONITORING AND REPORTING .....7**
- COMPONENT D: IMPROVE CAPACITY OF CIVIL SOCIETY ORGANIZATIONS.....9**
- COMPONENT E: IMPROVE COORDINATION AND INTEGRATION OF CIVILIAN AND MILITARY ACTIVITIES..... 11**
- COMPONENT F: COMMUNICATIONS STRATEGY..... 12**
- COMPONENT G: IDENTIFICATION OF LONG-TERM CAPACITY NEEDS FOR FATA INSTITUTIONS..... 12**

# EXECUTIVE SUMMARY

## COMPONENT A & C: OPERATIONALIZE FATA SUSTAINABLE DEVELOPMENT PLANS AND IMPROVE CAPACITY OF FATA PUBLIC SECTOR INSTITUTIONS

- FATA CBP has signed an MOU with the FATA Secretariat (FS) and is currently providing staffing support to the FS and FATA Development Authority (FDA). Eight positions have been filled for the FS and four for the FDA.
- FATA CBP continued implementation of the Training Action Plan for the FS and FDA. During this quarter, CBP conducted 11 training courses for a total of 146 people.

## COMPONENT B: MONITORING AND REPORTING

- Initiated procurement of \$2.2 million of IT equipment and services
- Initiated training of approximately 400 FS/FDA staff to build their IT competency.
- Developed training curriculum for relevant FS/FDA planning staff on development themes, data collection methods/techniques and project M&E in conflict areas.
- Created a GIS data collection system and began operationalizing GIS reporting amongst all USAID partners.
- Developed baseline data in the form of agency profiles for Mohmand and Khyber agencies.

## COMPONENT D: IMPROVE CAPACITY OF CIVIL SOCIETY ORGANIZATIONS

- Completed CSO mapping, identifying and analyzing 73 CSOs by sector expertise and level of capacity.
- Nine CSOs received ‘Organization Development’ training.
- Sixteen CSOs received ‘Management and Governance Skills’ training.
- First grant proposals submitted and vetted, with a grant pipeline of at least 20 grants projected for Q4

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

- Established Working Group to promote cooperation and coordination among civilian and military/paramilitary institutions in FATA. The project is now formulating an MOU to establish roles and responsibilities amongst all key actors.
- FATA CBP developed and shared pilot project concepts on Stability & Reconstruction and Community Volunteer Security Programs with Civil-Military stakeholders. Operationalizing these concepts is a priority for Q4 and 2009.

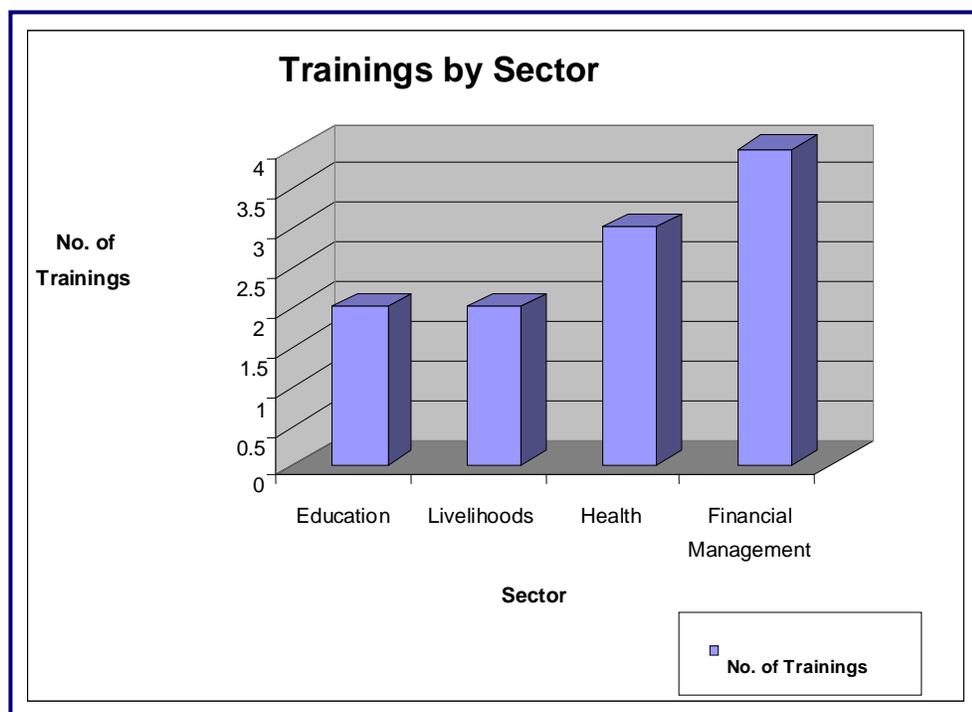
## COMPONENT F: COMMUNICATIONS STRATEGY

- Finalized and received approval of stakeholders on a FATA Communication Strategy.
- Developed Scope of Work (SOW) and identified suitable candidate for the position of Director Strategic Communications Unit for the FS.
- The documentary “The Human Face of FATA” is currently in production by Serendip Pvt. Ltd. and will be completed during Q4.

# COMPONENT A & C: OPERATIONALIZE FATA SUSTAINABLE DEVELOPMENT PLANS AND IMPROVE CAPACITY OF FATA PUBLIC SECTOR INSTITUTIONS

- Based on guidance from USAID, and communication from the CTO dated September 24, 2008, CBP has suspended activity on Agency Strategic Plans until further notice. In lieu of these, CBP will implement an FDA Action Plan that was agreed upon in July 2008. This plan includes two management studies, extensive trainings, personnel support, and developing Reconstruction Opportunity Zones (ROZs).
- FATA CBP signed MOUs with the FS and the FDA that provides a mechanism for CBP to provide key staffing support to both institutions. To-date, CBP is providing eight staff members to the FS and four staff members to the FDA. This support will increase in Q4.
- Identified a Reconstruction Opportunity Zone (ROZ) consultant, who will begin to develop strategies for the establishment of ROZs in Q4.
- Identified firm, FINCON Pvt. Ltd., to undertake 'Diagnostic Study' of FDA. The study will be completed in Q1 of 2009.
- FATA CBP is implementing the Training Action Plan for the FS and FDA. During this quarter, CBP conducted 11 training courses training a total of 146 people. Details below.
- The project has also developed a training evaluation system and a Training Management Information System. This database will allow FATA CBP to record, analyze, and manage participant progress.

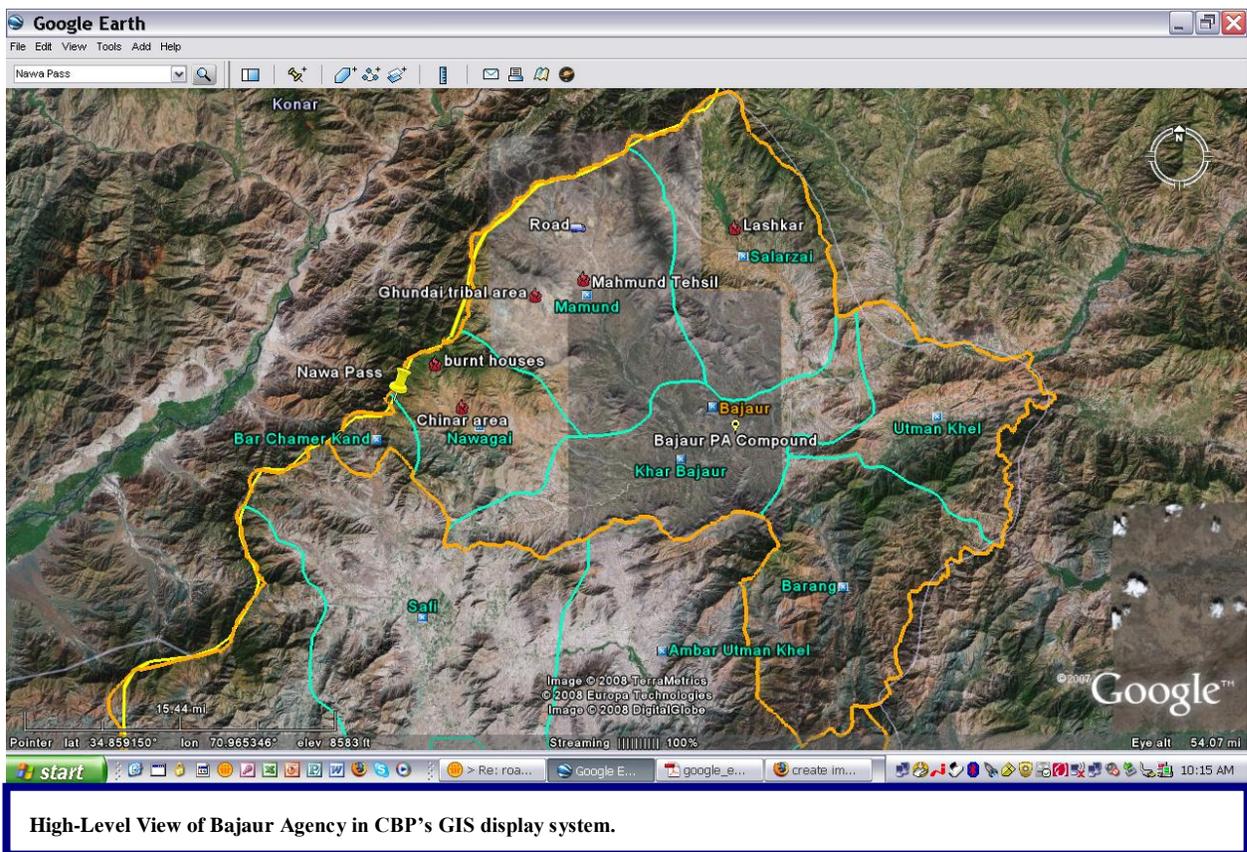
Sector	Date/Month	Training Title	Beneficiary Base	
			FS	FDA
Health	7-12 July 2008	Training of Data Managers on computer skills, HMIS Software and HMIS/DHIS tools	11	
	18-22 August 2008	Managerial Decision Making Skills in the Health Sector	6	
	25-30 August 2008	Sensitization on Millennium Development Goals: Poverty Reduction Strategies, Reproductive Health and Health Sector Reforms	6	
Education	July 21-26 2008	Basic Computer Skills	24	
	22-27 Sept. 2008	Basic Computer Skills	21	
Livelihoods	7-11 July 2008	Exposure visit to the Centre of Excellence	12	
	20-21 Aug. 2008	Exposure visit to study plastic tunnel technology for agricultural projects	12	
Financial Management	10-11 July 2008	e-office Demonstration		13
	21 July-9 Aug. 2008	M.S. Project Management Training		15
	25-27 Aug. 2008	Public Procurement Rules and Procedures	9	
	25-30 Aug. 2008	Advance Course on System of Financial Control and Budgeting	10	7
	<b>Total Trainings</b>	<b>11</b>	<b>111</b>	<b>35</b>



## COMPONENT B: MONITORING AND REPORTING

- During this quarter, CBP identified the needs of the Monitoring Cell of the FS and the Manager M&E of FDA and began implementing a phased plan for enhancing their institutional capacity for planning and monitoring development projects. This plan consists of a \$2.2 million package of IT equipment and services, and a detailed training plan that will address the need for IT and planning skills.
- The IT capacity building package for the FS/FDA includes \$1.8 million in IT equipment, including 340 laptops, 60 desktops, and the equipment for a professional network infrastructure. The other key part of this package is \$400,000 in installation, services, and, most importantly, training. The project initiated a detailed training plan to develop the IT skills of approximately 400 FS/FDA staff. As appropriate for their position, the staff will be trained to one of five different competency levels in order to improve their productivity and efficiency in their position. CBP will establish objectives for trainees to ensure the efficacy of the training when the new IT equipment arrives.
- CBP also developed three training courses on key development themes, data collection methods/techniques and project M&E in conflict areas for the relevant staff of FATA Secretariat and FATA Development Authority. This training will be conducted in Quarter 4.

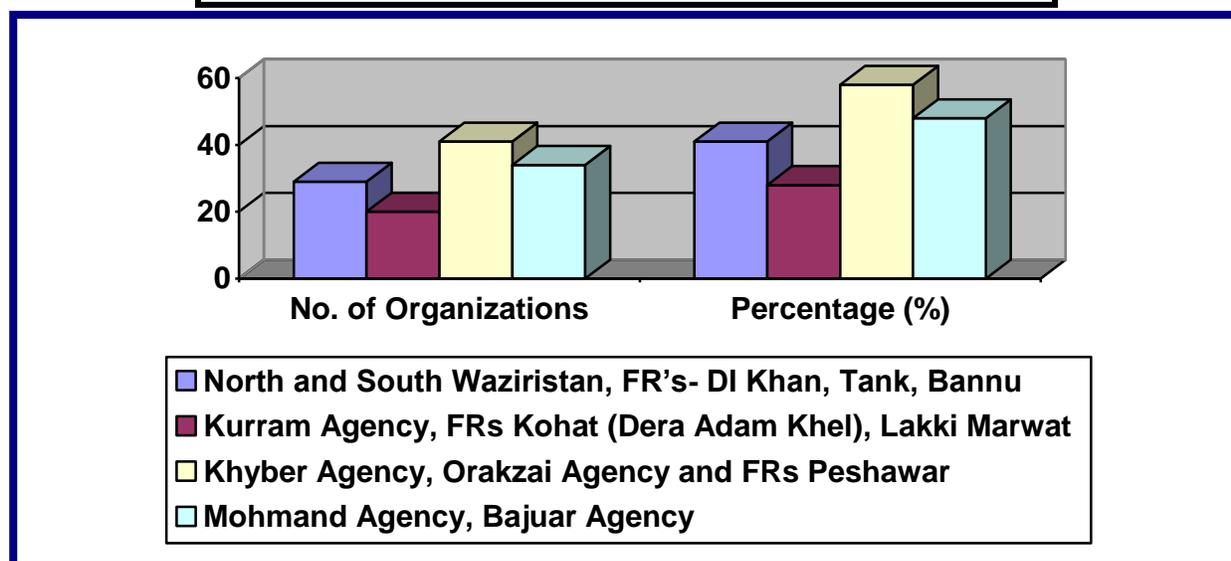
- During this period, FATA CBP began development of its GIS-based data collections and reporting systems. Over the next quarter, CBP will continue to develop its GIS display, establish data collection methods with USAID partners, and present its GIS system in Q1 2009.
- FATA CBP developed profiles of the Mohmand and Khyber agencies. These profiles present critical information relating to demographic, social and economic dimensions of the selected agencies. The compiled information will feed into the action plans being prepared for Mohmand and Khyber agencies covering security, governance and economy related aspects.
- Also during this period, Social Impact consultant Jerry Harrison-Burns worked with CBP staff to develop draft Performance Indicators. Following review and revision, these were submitted to USAID and are currently being finalized in consultations with USAID.
- DAI's M&R specialist Heather McHugh worked with USAID during this period to develop plans for building USAID's knowledge of the PMP process. She also consulted with USAID on FATA-wide M&R plans.



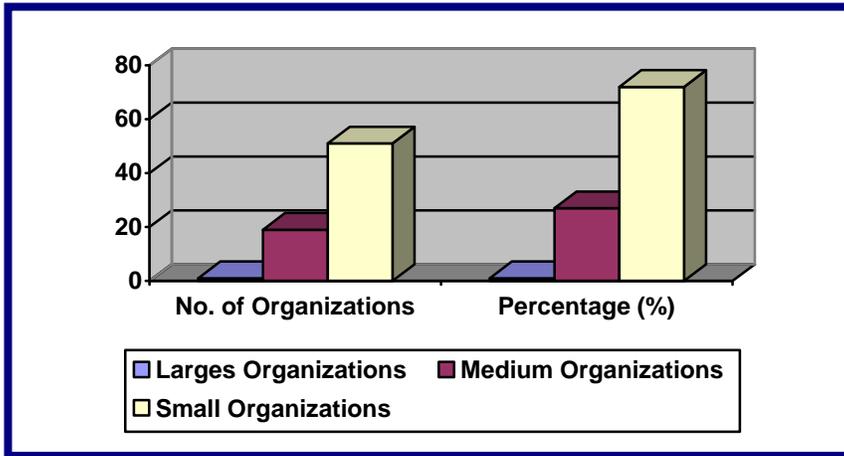
# COMPONENT D: IMPROVE CAPACITY OF CIVIL SOCIETY ORGANIZATIONS

- During this period, FATA CBP completed an in-depth CSO mapping exercise, identifying and analyzing 73 CSO in terms of their sectoral expertise and level of capacity. On the basis of this report, CBP has identified key potential partners and capacity needs for further assistance. CBP is also developing a training module for indigenous CSOs for building capacity during Q4.

Large Organizations	1
Medium Organizations	20
Small Organizations	52
<b>Total</b>	<b>73</b>



Region	# of CSOs	Percent of Total
North and South Waziristan, FR's- DI Khan, Tank, Bannu	29	41
Kurram Agency, FRs Kohat (Dera Adam Khel), Lakki Marwat	20	28
Khyber Agency, Orakzai Agency and FRs Peshawar	41	58
Mohmand Agency, Bajuar Agency	34	48



- In preparation for future work with FATA CSOs, FATA CBP organized a four-day “Organizational Development” training. Fifteen participants from nine local CSOs became familiar with development tools including participatory development, situational analysis, SWOT analysis, PRA and various legal requirements for CSOs registration. CBP also held an advanced training course on “Management and Governance Skills” for twenty-one community representatives from sixteen local CSOs.



- During this period, FATA CBP also developed its own capacity for vetting grantees, negotiating grant agreements, and monitoring disbursements. Noemi Rios arrived as an interim Grants Manager and has established CBP’s grant-making capacity, trained staff on the use of TAMIS to manage the grant process, and began developing CBP’s initial grant proposals. At least twenty grants are expected to be awarded in Q4.

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

- During this quarter, FATA CBP established a Working Group comprised of representatives from the FS, the Frontier Corps, the Pakistani Army, and FATA CBP to promote cooperation and coordination among civilian and military/paramilitary institutions in FATA. The project is now formulating an MOU to establish roles and responsibilities amongst all key actors.
- FATA CBP developed and shared pilot project concepts on Stability & Reconstruction and Community Volunteer Security Programs with Civ-Mil stakeholders. Significant progress was made in obtaining stakeholder buy-in from 11<sup>th</sup> Corps and the FATA Secretariat. Operationalizing these concepts is a priority for Q4 and 2009.
- FATA CBP continued to advocate the establishment of Field Units at RCO/Commissioner level with Civ-Mil stakeholders.
- Director/Institutional Capacity Building presented a paper entitled 'FATA Reforms' at a series of seminars hosted by the Pakistan Institute of Legislative Development and Transparency (PILDAT). This paper contained a series of recommendations for FATA institutions that form will be the basis for further consultations with FATA leaders.
- The project has initiated the creation of a database of ex-army servicemen in order to target them for training and mobilize them for community development projects.

# COMPONENT F: COMMUNICATIONS STRATEGY

- FATA CBP was without a full-time Strategic Communications Specialist for most of this reporting period, which severely hindered progress towards establishing a Strategic Communications Unit and developing broadcast content. This position has now been filled and we expect significant progress on this component in Q4. Additionally, a lack of political will amongst stakeholders of the Strategic Communications Unit also delayed implementation.
- FATA CBP finalized and received approval of stakeholders on a FATA Communication Strategy. FATA CBP then developed a 90-day action plan, which includes developed a PC-1 for the approved Communications Strategy.
- Developed SOW and identified suitable candidate for the position of Director Strategic Communications Unit. This individual will begin work in the FATA Media Cell in Q4.
- The documentary “The Human Face of FATA” is currently in production by Serendip Pvt. Ltd. and will be completed during Q4. The objective of this documentary is to present the people of FATA in a positive light and explain the current development plans that the FS/FDA will be implementing.

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

This will not be the focus of year one, except to the extent that needs assessments, IT studies, and strategic planning processes highlight long-term needs and opportunities. Analyses of key institutions will begin in late 2008, but will not be completed until 2009.