DTW Experience Sharing Workshop Karachi

28-29 January, 2010

DTW Supported Districts

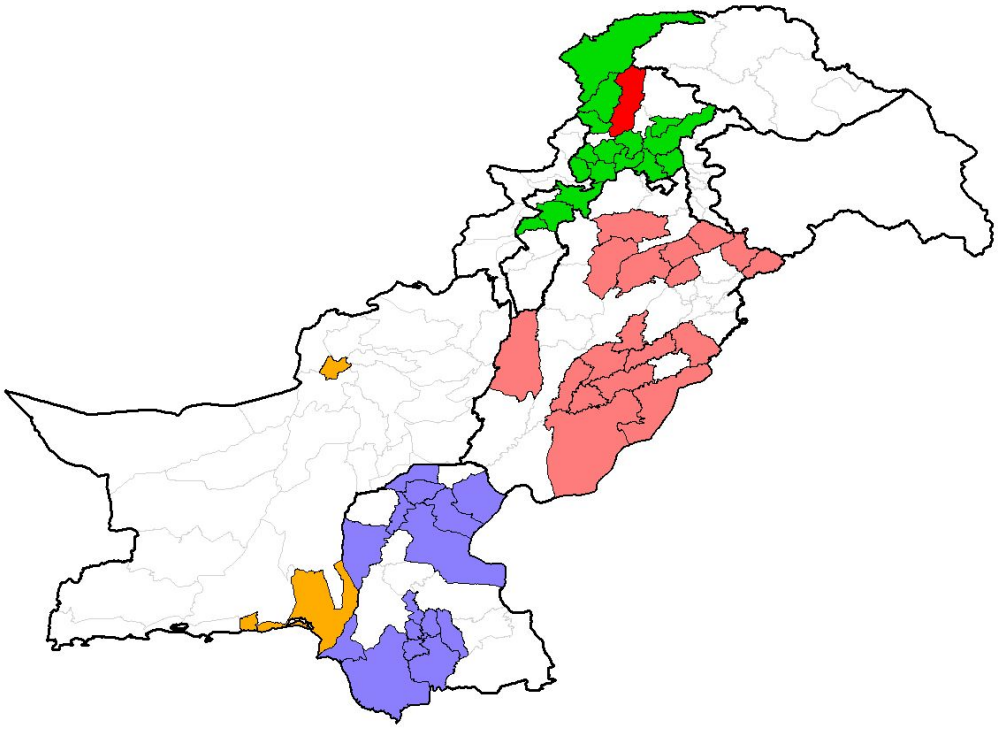


TABLE OF CONTENTS Pages

1. Background 04
2. Key Objectives 04
3. Methodology 05
4. The Participants 06
5. The Welcome Address 06
6. The Conference Overview 06
7. The Opening Remarks 06
8. Measuring Effective Local Governance 07
9. Parallel Technical Sessions 09
10. Presentations of Group Work 10
11. The Think Tank 10
12. The Plenary Discussion 12
13. Summary of Recommendations 12
14. Response of Chief Guest 13
15. Findings of the Workshop 13
16. Closing Remarks 14

Background:
The DTW project is phasing out on 12th March 2010. In order to weigh different implementation options and future interventions beyond DTW, USAID suggested that DTW approach its partners at the provincial and local level to ascertain their interest in holding provincial-level conferences. It was envisaged that the conferences would serve as a mechanism to hand over the tools and lessons learnt by DTW over the past three and half years and would also provide a useful bridge between DTW and future USAID local government support programs.

The timings of these conferences was of importance not only because it was the end of the DTW project, but also because the four provinces, for the first time in the history of Pakistan, were formulating local government laws under a democratic framework at the provincial level. As of the end of December 2009, all four provinces expressed their intention to review and revamp the existing local government system. The final shape of this new framework would likely be worked out by the respective Provincial Assemblies beginning in January 2010. For this reason, these conferences were extremely useful as they provided an opportunity for the practitioners on ground to focus on critical technical capacity building of local government operations that would be direly needed for effective local governance in the near future.

The Karachi Conference - Key Objectives:
The two day experience sharing workshop was held at Marriot Hotel in Karachi on the 28th -29th of January, 2010. In terms of objectives, it was felt that there are a few critical conditions for effective and successful local governance that need to be deliberated upon in any discussion on the performance of the system. They include the legislative environment, clarity of functional assignments, fiscal alignments, oversight mechanisms and *finally the technical tools based on which the practitioners strive to make the delivery of services more efficient*. Since this workshop was focused on the technical tools and ways for building capacity at the local level, the objectives of this workshop were designed to help in setting a conceptual framework for any proposed interventions at local level by USAID. Accordingly, the objectives of the *Workshop* are mentioned as follows:

a. **To share DTW knowledge and tools with stakeholders and obtain commitment for continuing the expansion of the DTW tools at the provincial and district levels**
b. **Elicit options from the participants for appropriate ways to replicate the DTW interventions within each province**
c. **Establish the basis for the formation of a dialogue forum for continuing engagement of provincial government, civil society and international assistance organizations on matters relating to local development and governance**
d. **To seek stakeholders input for the sustainability of DTW tools by taking into consideration their recommendations regarding the DTW tools.**

3. Methodology:
The workshop brought together key stakeholders from diverse sectors and interest groups including USAID projects, public officials, NGOs, and academia and was carried out through extremely interactive presentations and discussions around the key issues regarding capacity building and technical tools. On the basis of ideas generated in this workshop, similar workshops are planned to be held in other

provinces. The findings and analysis from all these workshops will be provided to provincial governments to integrate the shared vision into their forthcoming local government acts and to USAID for designing future interventions.

The workshop was divided into five sessions. The first session provided the participants with an overview by DTW project and the key findings over its three and half years of experience in 45 districts and 55 TMAs. Following the Opening Session, participants were divided into two parallel sessions based on the dominant activities of the DTW project: Finance and Service Delivery. During these sessions, the key technical tools relating to the two areas were introduced by DTW staff, followed by case studies illustrating the benefits of using the tools by selected district and tehsil representatives. The main topics that were discussed were as follows:

Finance & Governance:
The focus in this group was the financial management and governance tools developed by DTW project. The tools shared with the audience included, System for Tehsil Financial Management (STFM), Operationalization of Zilla Accounts Committees (ZACs), Own Source Revenue enhancement (OSR), Drawing and Disbursing Officer (DDO) Guidebook, Financial Risk Assessment tool, District Governance Assessment tool and System for District Development Planning and Tracking (SDDPT) were discussed with the participants of the workshop.

Service Delivery:
This session included the Education Performance Measurement (EPM) tool, District Health planning tool, Evaluation of People's Primary Health Initiative (PPHI) in NWFP by DTW & Health Procurement tool.

Parallel sessions were further subdivided with each small group assigned to discuss the interventions in detail. The small group participants diagnosed the strengths and weaknesses of the DTW approach as applied to the specific tool and made recommendations on the most appropriate mechanisms for extending the use of the tool into all relevant units of the province. During discussions, participants also highlighted areas which could be tapped by USAID for better service delivery at local level. Once the area was indicated, participants then discussed ways in terms of future technical interventions. The results of the small groups were synthesized within the technical sessions.

The second part of the workshop emphasized more on the analysis of the tools, improvement in the tools in the context of the District/Provincial Governments. The recommendations were discussed in details during the technical presentations from the two parallel sessions in the final plenary. This was followed by a structured discussion involving all participants on how to establish a "Think Tank at local level" that could become a platform for building strategic partnerships among all stakeholders involved in local governance and development, provide advice to the province (on voluntary basis or as required by the province) on technical matters to improve service delivery at local level and become an institutional memory for initiatives designed/developed by the donor agencies. The final comments and recommendations were then presented to the Chief Guest at the Closing Session. The agenda of workshop is attached as **Annex A.**

4. The Participants:

The workshop was attended by 81 participants. USAID was represented by Mr. Todd Sorensen (Deputy Director, Democracy and Governance) and Mr. Saeed Siddiqui (Democracy and Governance Specialist). The Guest invited on the first day was Mr. Usman Panhwar, Special Secretary Local Government Department of Sindh and the Chief Guest on the second day was Mr. Sikandar Panhwar, Member Provincial Election Authority. Participants of the workshop included senior government officials of the Provincial Government, District Government officials, representatives of Donor agencies, Civil Society Organizations and Academia. The list of the participants is attached at **Annex B.**

5. The Welcome Address:

Welcome address was given by Mr. Paul Lundberg, Chief of Party, DTW project. Mr. Lundberg, Chief of Party (COP) welcomed the participants on behalf of DTW Project. He emphasized the salient features of DTW Project, scope of work, major achievements and activities pertaining to DTW Project. He highlighted that presently the DTW project is working in 45 districts and 55 TMAs all over Pakistan to improve governance and service delivery. Subsequent to the address of COP DTW project, Mr. Todd Sorenson Deputy Director Democracy and Governance USAID-Pakistan also addressed the participants. He appreciated the hard work extended by the DTW Project towards effective and responsive governance at local level. He also assured the participants that the United States Government remains fully committed in supporting the Government of Pakistan in its initiatives to strengthen municipal and social services delivery in areas such as basic sanitation, education and health through provision of technical assistance, training and in-kind assistance. The presentation is attached as **Annex C.**

6. The Conference Overview:

The overview of the conference was given by Mr. Adnan Sher, Senior Local Government Technical Advisor of DTW project. His presentation focused on the challenges faced by the provinces post 31st December 2009 whereby the local government laws were being drafted by the provinces and the space available for the stakeholders in government, civil society & donors to provide the technical backstopping and experience to the provinces that may add value to their efforts in formulating provincial local government laws. He also delineated upon the various sessions in the workshop agenda. The presentation is attached as **Annex D.**

7. The Opening Remarks

The opening remarks were given by Mr. Usman Panhwar, Special Secretary Local Government, Sindh appreciated the efforts of DTW project for assisting the provincial and local governments to work in an effective manner to improve local government service delivery. He further expressed some of the concerns and challenges in the provision of local government services.

8. Measuring Effective Local Governance

International experience shows that for decentralization to be successful, there are certain pre-conditions, which must be met. According to the *UNDP Human Development Report (2003)*, these pre-requisites include the following:

- Effective merit based state institutions at the local level;
- Empowered, committed and competent elected local authorities; and
- Well informed citizens and organized civil society institutions

One of challenges faced by DTW, like other local governance projects, was to design valid, reliable and cost effective means of measuring governance, whether for "baseline conditions", tracking the immediate results of program interventions, or determining the final outcomes. Keeping in view the above facts, DTW ventured to design and implement an instrument to assess the current state of local governance in Pakistan and eventually serve as the assessment mechanisms for subsequent local governance projects. The two primary tools for the purposes of measuring and assessing effective governance in a particular local government were:

1. District Government Institutions Information System
2. Governance Assessment Tool

District Government Institutions Information System:

The first tool related to district government institutions information system. In this regard, a presentation was given by Mr. Adnan Shah from Governance Institutes Network International (GINI). GINI as part of the National Reconstruction Information System (NARIMS) data collected in 2006-07 updated the information for conflict ridden Swat district. The basic purpose of this intervention was to understand and realize the full potential of the utility of the NARIMS database in baseline information, informed governance, planning and development and post conflict reconstruction. The total number of records updated was over 92,000. Mr. Shah explained that the extent of the intervention also included digitization of the Google earth image of Swat for all visible salient features covering line, polygon and point information. In total, 750 GPS coordinates were collected and a total number of 57,202 features/objects digitized. A summaryof the presentation is attached at **Annex E.**

System for District Development Planning and Tracking (SDPT).

The second presenter Mr Ghulam Mustafa, a senior Consultant of DTW project gave an overview of DTW's "System for District Development Planning and Tracking (SDDPT). This tool was designed by DTW project based on the demand of District Government (DG) Khanewal. The System was tested, implemented and operated in District Khanewal since July 2009. Mr. Mustafa pointed out that with the implementation of SDDPT, the District Government has been able to accurately compile the Annual Development Program (ADP). In addition, the software also assisted the District Government in tracking/monitoring the progress of development schemes for improved service delivery at local level. It has also facilitated the District Government to avoid duplication of schemes. Participants were informed that SDDPT has been already shared with the Planning and Development Department (P&DD) of the Government of North West Frontiers Province (GoNWFP) and Government of Balochistan (Local Government, Finance & P&DD) and that these departments have expressed their willingness to upscale SDDPT in the Provinces of NWFP and Balochistan.

Assessment of Effective Local Governance:

After Mr. Mustafa's presentation, Mr. Adnan Sher presented the governance tool which in effect assists the management to assess the compliance of laws, rules and regulations at the local level. Mr. Sher emphasized that this tool was developed for managers at the local level and could also be used by the provincial government to assess the extent of compliance with existing laws at local level. The tool is a valid, reliable and cost effective means of measuring local governance effectiveness and is capable of

giving real time information for managers at local level. Being an indicator led governance assessment the tool focuses on objective elements rather than subjective issues and would certainly benefits managers at local and provincial levels in monitoring and evaluation of various indicators. In addition, tool can provide donors such as USAID/ADB/World Bank to have a valid and reliable set of governance indicators.

The linkages:

The presentation further highlighted the strategic linkages between the three tools. It was highlighted that while NARIMS tool concentrates on tracking of public resources at local level and helps in planning and management at a broader level, SDDPT effectively tracks the funds and the development schemes. The two tools are further augmented by the Governance tool, which tracks the compliance actions to be undertaken based on existing laws. Together the three tools complement each other by tracking the deployment of resources and planning and then focus on the results that should have been achieved as a result of this deployment. Participants of the workshop appreciated the three tools presented by DTW project, however, following were some of their observations:

- Measures may be taken by DTW Project to ensure the continuity and sustainability of these tools with the Provincial and District Governments.
- Some of the information related to Taluka's and Tapas' needs to be incorporated in NARIMS tool keeping in view the geographic requirements of the province of Sindh.
- Some of the issues pertaining to ownership of these Governance tools were also highlighted by the participants. Most of participants were wary of the fact that these tools may be very costly to implement at the local level. The DTW presenters clarified that if there is a demand from the provincial government then GINI can track the deployment of resources using the Geographical Information System to identify local funds. It was further clarified, that the other two tools are cost effective and major costs have already been incurred i.e. when the tools were being developed by the DTW project.
- Apart from governance tools the participants also expressed keen interest to learn about some more tools of DTW project.
- There was a general demand from all the participants for provision of these tools

The presentations are attached as **Annex F.**

9. Parallel Technical Sessions:

In Finance & Governance section the following tools were presented:

Tool	Presenter	Experiential lead
System for Tehsil Financial Management (STFM)	Tariq Sohail	Sahiwal Zeeshan (Hala) Sajjan Mall (Rohri)
DDO Guidebook	Adnan Sher	Mr. Zaheer ud Din Babar
Speedy Processing of Bills	Adnan Sher	Mr. Zaheer ud Din Babar
Risk Assessment Tool	Adnan Sher	Mr. Zaheer ud Din Babar
SDDPT	Mr. Ghulam	Mr. Ashfaq Khosa (Sukkur)

	Mustafa	

The presentations are attached herewith as **Annex G.**

In the Service Delivery section, the following tools were presented:

Tool	Presenter	Experiential lead
Education Performance Measurement (EPM)	Ms. Rukhsana Sadiq	Mr Ghulam Sarwar Khokar, DO SEMIS Ghotki
Evaluation of People's Primary Health Initiative (PPHI) in NWFP (by DTW)	Taimur Khan	Dr. Alia Noor, Institute of Management Sciences (IMS), Peshawar
Health Procurement	Taimur Khan	Dr Mahmood Qureshi
District Health Planning	Taimur Khan	Dr. Qazi Naeem, EPI Coordinator Kohat

The presentations are attached herewith as **Annex H.**

10. Presentations of Group Work

The parallel technical sessions were thereafter sub-divided into respective groups. The framework for the group discussions was to review respective DTW tools and therein identify issues/gaps, deliberate upon lessons learnt and finally give recommendations for replication & improvement for presentation to the plenary.

The group presentation to the plenary in Finance & Governance section was given by Mr. Zaheer ud Din Babar and that of Health & Education in Service Delivery section were given by Ms Yasmeen Bhatti, Supervisor Education, District Sukkur and Dr. Alia Noor respectively.

The respective presentations are attached herewith as **Annex I**. However, summary of these recommendations will be discussed subsequently in the report.

11. The Think Thank Forum:

A thought provoking presentation of Mr. Adnan Sher discussed the idea of using a forum through which the dialogue on local governance capacity building can be continued. He said that as there were no formal mechanisms or forum in place to provide suggestions for technical interventions and way forward and through which the intelligentsia, government & civil society could share experiences in local governance. Therefore, DTW proposed an informal Think tank for the LGs purely for technical purposes.

DTW's proposed areas of interest for this forum included:

- Community linkages:

Work actively with local governments to support them to improve how they operate in communities

- Networking

To coordinate, host and/or sponsor opportunities for the stakeholders to come together to share knowledge and experiences and plan responses

- Professional Development

Become a platform for human resources support and training and education programs

The proposed composition of the think tank was to be from representatives within public sector, local government, CSOs, donors & academia for professional development. Finally, the plenary was opened for discussion on the critical issues of where to place the forum either within provincial government or an academia, management of the forum, its secretariat, etc.

The presentation is attached as **Annex J.** The plenary discussion with regards to the idea of the think tank and overall discussion is summarized as follows:

12. The Plenary Discussion:

- It was suggested by the participants that the composition of the think tank needs to be revised by taking into account some participation from the elected representatives.
- The participants also proposed that DTCE has also constituted governance forums in Districts and Provinces (Local Government Associations) and therefore, DTW project may coordinate with DTCE to use their available resources accordingly.
- The idea of a Think Tank was highly supported by the participants including the chief guest who volunteered to offer his services for the improvement in governance and service delivery.
- DTW tools were overall praised, however, the challenge of its sustainability was voiced by participants and it was recommended that they be continued in other projects
- Ownership by Local Government Department

13. Summary of Recommendations:

The two-day conference deliberated upon the tools of DTW and identified gaps in implementation of service delivery especially education & health and financial management. Finally, DTW gave a summary of recommendations to the Chief Guest on the second day which related to bringing improvement in governance especially in the realm of service delivery and financial management as well as a set of recommendations to donors. These recommendations are as follows:

<u>Summary recommendations – Service Delivery Group</u>

Social Services Delivery Group – Education

- PMT Tools should be used for all schools in a district for further improvement of quality
- Implementation and monitoring mechanism of PMTs should be notified by Education Department, to replicate in other districts

- Guide Book and School Action Plans & PMT with instructions should be handed over to Provincial / District Education Departments to apprise them about the existing tools
- DTW Project should be extended for one year, to provide technical assistance in replication of PMTs in other districts and successful completion of on-going interventions in the existing districts
- European Commission (EU) is interested to adopt PMTs, and to provide technical assistance in implementation of interventions. A mechanism may be developed by the DTW Project for handing over these tools to EU (if DTW is not extended)

Social Services Delivery Group - Health

- PPHI should consolidate its work in promotive & preventive services rather than expanding to new program districts
- 3rd party evaluation of PPHI must be done in other provinces and lessons learnt within the four provinces needs to be disseminated.
- Health is a provincial subject and must be kept in provincial domain to resolve conflicts.
- Joint monthly meetings between provincial stakeholders & all the districts to assess progress of activities.
- Training on procurement processes needs to be mandatory for all DDOs health
- Procurement policy/SOPs document must be available at each health facility
- Government needs to revisit & revise its procurement rules in light of modern methods of procurement
- Government needs to bring flexibility into its planning process through legislation
- Capacity building of health managers in project management cycle should be carried out through civil society support
- Public-private partnership needs to facilitate good governance in health planning

Summary recommendations – Governance & Finance

- STFM must be expanded and improved through upcoming USAID/ other donor funded projects
- SDDPT must be replicated and expanded to other provinces. In addition, an institutional mechanism may chalked out for sustainability of this tool by involving the Planning and Development Departments at the provincial level
- The development schemes may be ranked/ prioritized through the use of SDDPT
- Include of realistic indicators for monitoring
- SDDPT and NARIMS database should be linked for improved verification
- Risk Assessment reports must be shared with public for increased awareness. This may be considered while drafting the new local government act for Sindh
- The quality indicators need to be revised in the Risk Assessment Tool
- There is a need to rationalize the scoring point system in the Governance Assessment Tool.
- Participants recommended that DDO Guidebook needs to be revised and more focused towards local governments rules
- The DDO Guidebook and Speedy processing of bills needs to be translated in local languages
- Follow-up trainings/ hand holding with DDOs on governance tools

- It was also suggested that similar guide books may also be prepared for other functionaries of local governments
- The Speedy processing of bills may also require for inclusion of Works Department.
- A check lists for internal controls may also be prepared for speedy processing of bills
- It was strongly suggested that Governance Assessment Tool may be shared with the citizens.

14. Response of Chief Guest:

The closing session was chaired by Mr. Sikandar Panhwar Member Election Commission. He highly appreciated the DTW project activities and interventions and also expressed his concern that DTW project has not been extended in spite of all the hard work carried out during the extension phase from the initial 6 Districts and Tehsils to 45 Districts and 55 Tehsils. He also appreciated the idea of creating a Think Tank and also extended his full support by volunteering to become a member of the Think Tank. He further stated that since the USAID is working to improve the quality of life of the citizens of Pakistan, therefore, he would strongly recommend that the project activities should be undertaken during the transition period which is extremely important in building a framework for effective local governance. He further articulated that these tools should be sent to the Provincial Government so that the tools are notified and further disseminated to the Districts. He informed that the provincial procurement documents are available; therefore, on job training is more appropriate. Mr. Panhwar appreciated the idea that expertise in public health should be made compulsory for a Executive District Officer (EDO) Health. The Workshop ended with a vote of thanks from the COP of DTW project. He expressed his gratitude and special thanks to the Chief Guest Mr. Sikandar Punwar, Member Election Commission, Mr. Todd Sorenson Deputy Director Democracy and Governance USAID, Mr. Saeed Ashraf Siddiqi, USAID, Mr. Adnan Sher, STA, DTW Project, Senior Officials of Provincial Government, District Coordination Officers (DCOs), EDOs, representatives of Civil Society Organizations and NGOs for successfully conducting the workshop.

ANNEX-A

S. No.	Time	Event	Facilitator
DAY-1 (28th January 2010)			
SESSION- I (Opening Plenary Session: 1000 – 1140)			
1	0930 –1000 1000 – 1005 1005 – 1015 1015 – 1025 1025 – 1430 1040 – 1045	Registration and seating of participants Recitation of Holy Quran Welcome address Address by USAID Overview of conference Opening remarks Secretary LG	DTW Participant DTW CoP TBD DTW STA Secretary LG
2	1045 – 1100	**Tea**	
SESSION-II (Plenary Session: Measuring Effective Local Governance : 1100 – 1230)			
3	1100 – 1120 1120 – 1145 1145 – 1230	District Government Institutions Information System System for District Development Planning and Tracking Assessment of Effective Local Governance	DTW DTW/GINI DTW
SESSION-II (Technical Sessions: 1200-1330)			
4	1230 – 1330	Parallel Technical Sessions: a. Governance & Finance b. Service Delivery Technical presentations on DTW tools Experience sharing presentations on DTW tools	DTW and Partner presenters
5	1330 – 1430	**Lunch**	
SESSION – III (Group Discussions: 1430-1730)			
6	1430 – 1730	Parallel Group Work a. Governance & Finance b. Service Delivery Framework for discussion: - Review of DTW tools - Proposals for replication - New ideas on for local capacity building - Preparation for presentation in plenary	DTW facilitators Participants
7	1700	**Working Tea**	
DAY-2 (29th January 2010)			
SESSION- IV (Plenary presentation session: 1000-1400)			
8	1000 – 1030	Presentations of group work	Group Rapporteurs
9	1030 – 1100	Open discussion	Moderator
10	1100	**Working tea**	
11	1130 – 1145	Presentation on the use of a forum to continue dialogue on local governance capacity building	STA
12	1145 – 1300	Open discussion	Participants
13	1300 – 1315	Summary of recommendations Response of Chief Guest	DTW Chief Guest
14	1315 – 1330	Vote of Thanks	Moderator
15	1330 --	**Lunch**	

Annex – B

List of Participants

SN	Name	Designation	District
1	Muhammad Usman Panhwar	Special Secretary Local Govt.	Karachi
2	Nizam ud Din Khawaja	Director Local Fund Audit	Karachi
3	Syed Tauqeer Shah	Dy. Director Local Fund Audit	Karachi
4	Dr. Mustafa Suhag	Dy. Secretary Local Govt. Council	Karachi
5	Dr. Shireen Narejo	Provincial Coordinator - Local Govt.	Karachi
6	Azhar Adil	Incharge EMIS Sindh	Karachi
7	Rafique Mustafa Shaikh	Focal Person DTW Local Government	Karachi
8	Abdul Latif Mughal	Dy. DO Service	Karachi
9	Ahmed Nawaz Niazi	DO HQ	Karachi
10	Farnas Riaz	DO	Karachi
11	Hamid Karim	DO Education	Karachi
12	Ibrahim Khumbhar	EDO Education	Karachi
13	Karim Bux	DOE (Ed) Male	Karachi
14	Muhammad Saleem	Ed Officer	Karachi
15	Mumtaz Khaskhel	HANDS	Karachi
16	Sabahat Saeed	Rep of EU	Karachi
17	Alia Shahid	Provincial Manager - EDLINKS	Karachi
18	Asghar Memon	Rep: SCIP	Karachi
19	Bite Khalif	WFP	Karachi
	Dr. Muhammad Memon	Director IED / Agha Khan	Karachi

20			
21	Dr. Mustafa Suhag	Dy. Secretary Local Govt. Council	Karachi
22	Dr. Shireen Narejo	Provincial Coordinator - Local Govt.	Karachi
23	Dr. Zill-e-Huma	Medical Officer	Karachi
24	Humera Hashmi	Sr. General Manager - NCHD	Karachi
25	Muhammad Babar	IED	Karachi
26	Mujeeb Rehman	PCE - NCHD	Karachi
27	Mumtaz Halipota	Urban Development Specialist	Karachi
28	Nadia Farooq	Correspondent - GEO News	Karachi
29	Nirdosh Kumar	Finance Manager	Karachi
30	Roshni Kumari	IED	Karachi
31	Saad Siddiqui	Communication Officer - IRC	Karachi
32	Sadiqa Salah ud Din	Executive Director - IRC	Karachi
33	Sultan Baig	Sr. Country Coordinator	Karachi
34	Sajjan Mallah	EDO Education	Dadu
35	Gulam Sarwar Khokar	DO SEMIS	Ghotki
36	Mujahid Ali	GP	Ghotki
37	Kazi Yasir Imad	Medical Officer Haripur	Haripur
38	Dr Bux Ali Pitari	EDO Health	Hyderabad
39	Farasat Shah	DO Academic & Training	Hyderabad
40	Rubina Victor	SPE City	Hyderabad
	Aijaz Ali Khawaja	DTCE UNDP	Islamabad

41			
42	Adnan Shah	GINI	Islamabad
43	Fawad	GINI	Islamabad
44	Muhammad Javed	EMIS Consultant	Islamabad
45	Didar Hussain Jamali	EDO Health	Jacobabad
46	Muhammad Ibrahim Boriro	EDO Education	Jacobabad
47	Abdul Karim Solansi	EDO F & P	Jamshoro
48	Fakhar karim Siddique	EDO Education	Jamshoro
49	Abdul Jabbar Marri	DO SEMIS	Khairpur
50	Liaqat Ali Shah	EDO Health	Khairpur
51	Wash Dev	TO Finance Khairpur	Khairpur
52	Syed Rasool Bux	EDO Education	Larkana
53	Zaheer U Din Baber	DO	Mandi Bahuddin
54	Atta Muhammad	T.O(I)	Matiari
55	Zeeshan	System User Hala	Matiari
56	Aijaz Ali Solangi	EDO	Mirpur Khas
57	Qurban Bhatti	SS/MT	Mirpur Khas
58	Dr. Alia Noor	Sector Head Health Institute of Mgt	Peshawar
59	Rasool Bux Sanejo	DCO	Sanghar
60	Dr. Khalil Katpar	EDO Health	Shikarpur
61	Agha Jalal Din	TO Finance Sukkar	Sukkar
	Asfaque Ahmed Khusoo	Office Supretendent	Sukkar

62			
63	Dr. Mehmood Qureshi	DO Health	Sukkar
64	Fazal Ahmed Samito	TMO Rohri	Sukkar
65	Imdad Ali Shah	TMO Sukkar	Sukkar
66	Nisar Hussian Mansi	TO (F) TMA Rohri	Sukkar
67	Sajjan Mallah	TO Rohri	Sukkar
68	Yasmeen Bhatti	SPE	Sukkar
69	Ghulam Hussian Khokar	Chairman Trust for sustainable Development	TAY
70	M Umar	MT	TAY
71	Muhammad Shabbir	DO - Education	TAY
72	Ramzan Parhyar	EDO Education	TAY
73	Atif Qadir	TO Finance Gharo	Thatta
74	Habib Ahmed	DO Finance	Thatta
75	Hanif Memon	TMO Gharo	Thatta
76	Shahzad	TO Finance	Thatta
77	Abdul Hameed Abro	EDO (F & P)	TMK
78	Moh Ashraf Noonani	DO Education	TMK
79	Saeed Noorani	Master Trainer	TMK
80	Syed Kazim Raza Shah	EDO Health	TMK
81	Zubeda memon	EDO Education	TMK

ANNEX-C

USAID
FROM THE AMERICAN PEOPLE

DISTRICTS THAT WORK (DTW)

Program Highlights – Citizen Input

CITIZEN PARTICIPATION

- Public Budget consultations
  - FY 2008-09 45563 participants with 30% women
  - FY 2009-10 87,222 participants with 45% women
- 202 District Focus Groups were conducted in 29 districts involving 32,939 citizens, of which 51% were women, to set sector wide priorities as mandated in LGO 2001
- Devolution Policy Dialogues in 4 provinces
  711 participants with 11% women

USAID

DTW Project - An Overview

- **Project start date** **August 14, 2006**
- **Project end date** **March 12, 2010**
- **Program Funding** **$26,000,000**
- **Geographic Spread**
  - **All 4 Provinces**
  - **Direct support to 45 Districts and 55 Tehsils**

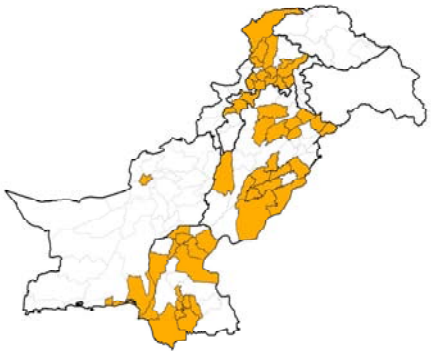
USAID

Program Highlights – Cap Build

- Development of Financial Management Systems
  - 55 Tehsil Financial Management Systems installed and operational in 22 districts
  - 12 District Accounts Committee activated
  - 10 Districts received Drawing and Disbursing Officer manual orientation
  - 38 districts received Speedy Processing of Bills
  - 7 districts covered by Financial Risk Assessment Studies
- 10 Districts of NWFP underwent an evaluation of NWFP Primary Health Care involving over 6500 interview respondents
- 44 districts took part in School Performance Measurement exercise involving 1256 schools
- 7 districts in 3 provinces underwent a Financial Risk Assessment Study
- Government Institutions mapping pilot took place in Swat District
- 8 Districts installed System for District Development Planning and Tracking
- Under the District Support Fund
  - 3 districts received building construction
  - 36 districts received office equipment

USAID

DTW Supported Districts



DTW ongoing and future activities

- 2nd Survey on citizens perceptions and preferences on shape and form of local governments
  - Survey data collection to be completed by end February
- Provide provincial governments with technical support to replicate DTW technical tools in other districts
  - Conducting 4 provincial dissemination workshops
    - Karachi 28-29 January
    - Lahore 2-3 February
    - Peshawar 8-9 February
    - Quetta 15-16 February

USAID

ANNEX-D

USAID
FROM THE AMERICAN PEOPLE

DISTRICTS THAT WORK (DTW) Project

Experience Sharing Conference

Lahore 2nd & 3rd February , 2010

An Overview

1

Why have an experience sharing conference……

- **DTW to phase out in March 2010**
- **To share DTW knowledge, experience and tools with stakeholders**
- **To provide a useful bridge between DTW and future USAID local government support programs**
- **To elicit options from the participants for appropriate ways for modification of DTW interventions**
- **Establish the basis for the formation of a dialogue forum so that these gatherings can be held more frequently**

USAID 2

Why it is happening now…what's your role

- Post 31st December 2009 scenario - Provinces to draft their own laws
- Future interventions more relevant to requirements
- Your role i.e. as practitioners extremely critical in development/ modification of existing technical tools for effective service delivery

USAID 3

Conference sessions

- Opening session – Strategic direction
- Governance session
- Two parallel sessions: Finance and Service Delivery (In different halls upstairs)
- Recommendations from the Groups
- Think Tank session
- Final proposals

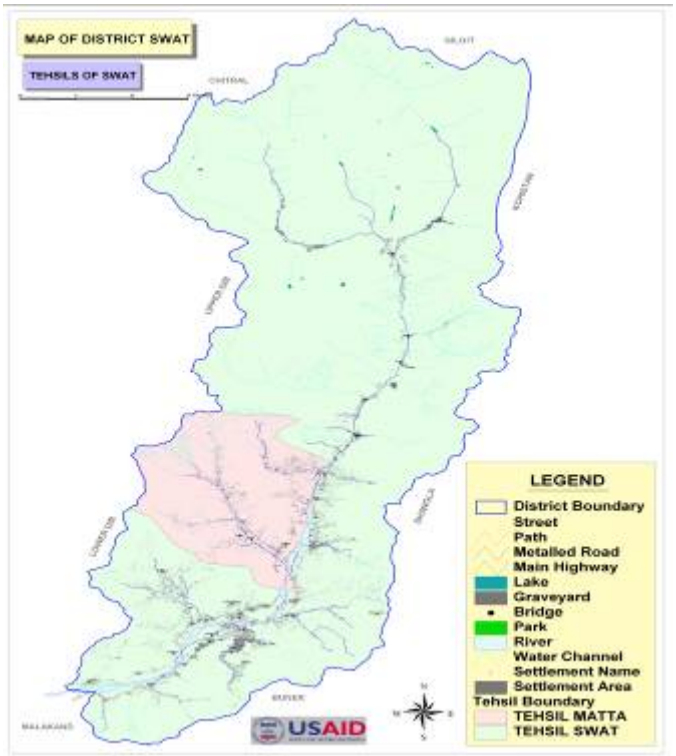
USAID 4

THANK YOU

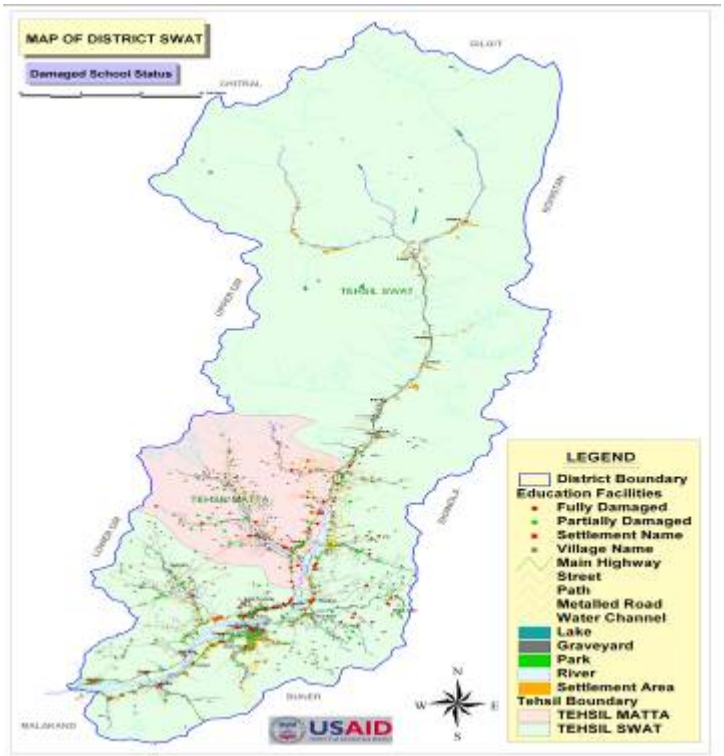
USAID 5

ANNEX-E

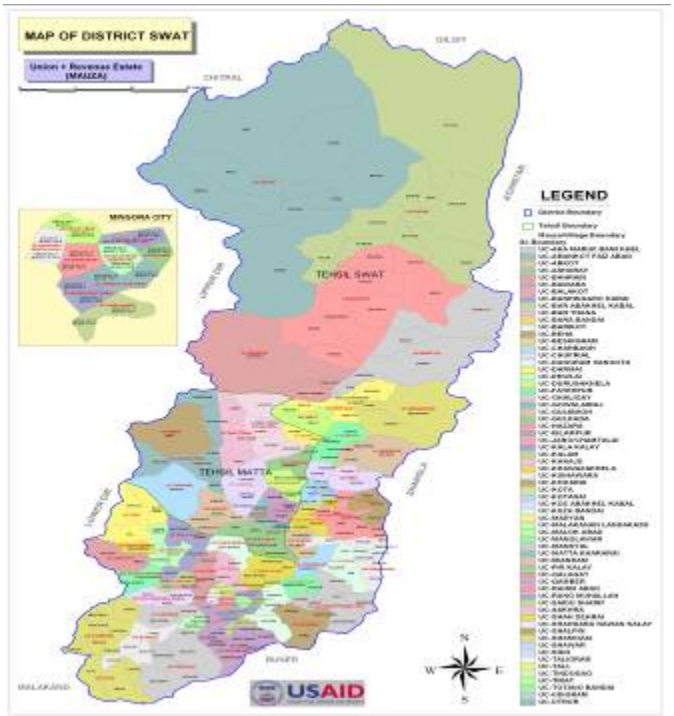
Tehsil Projection



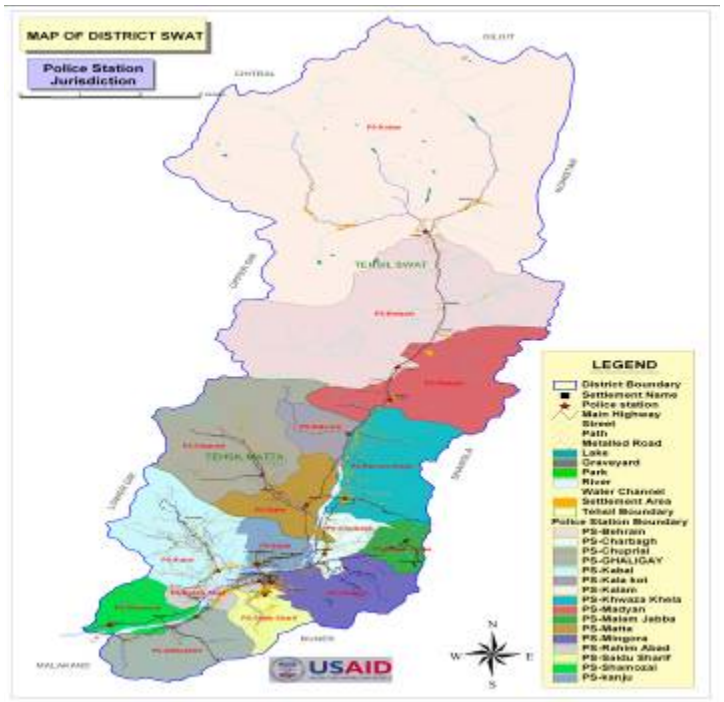
Damaged Schools Projection



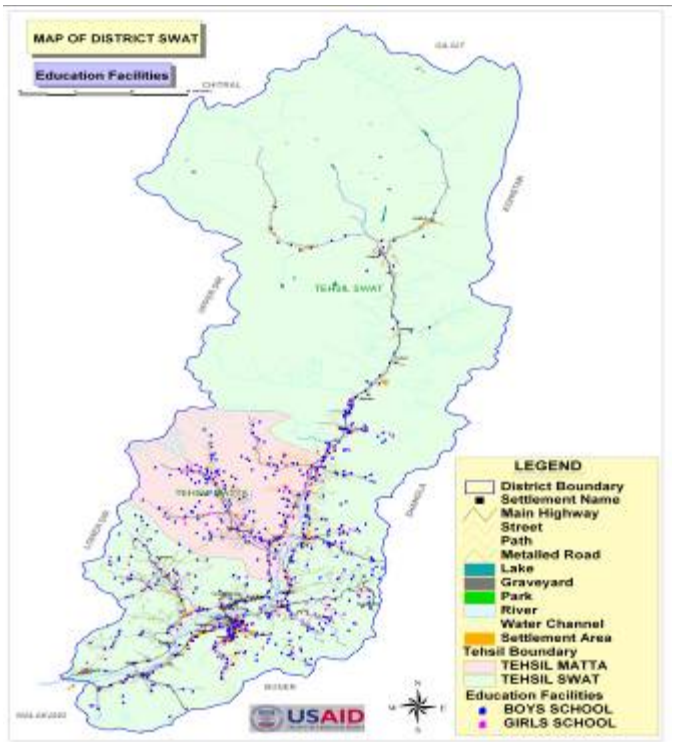
Union Projection



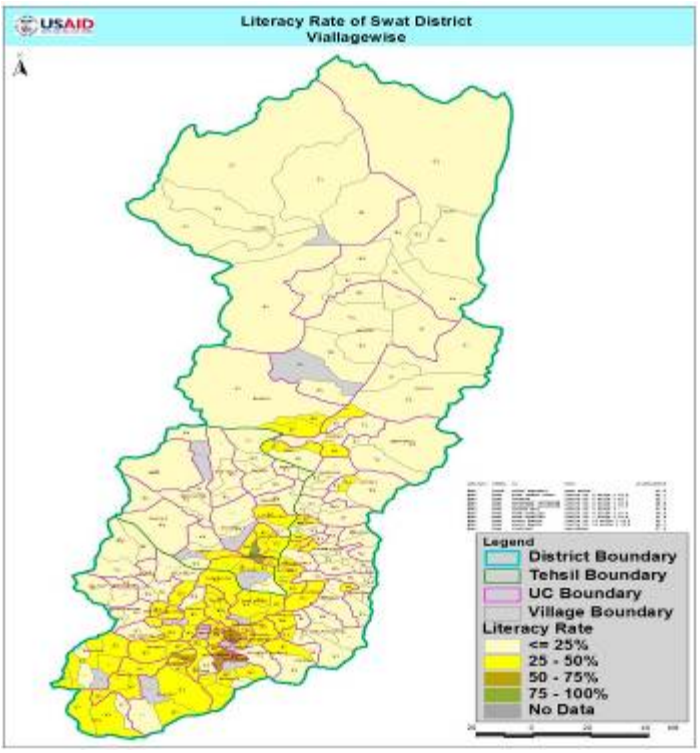
Police Station Jurisdiction Projection



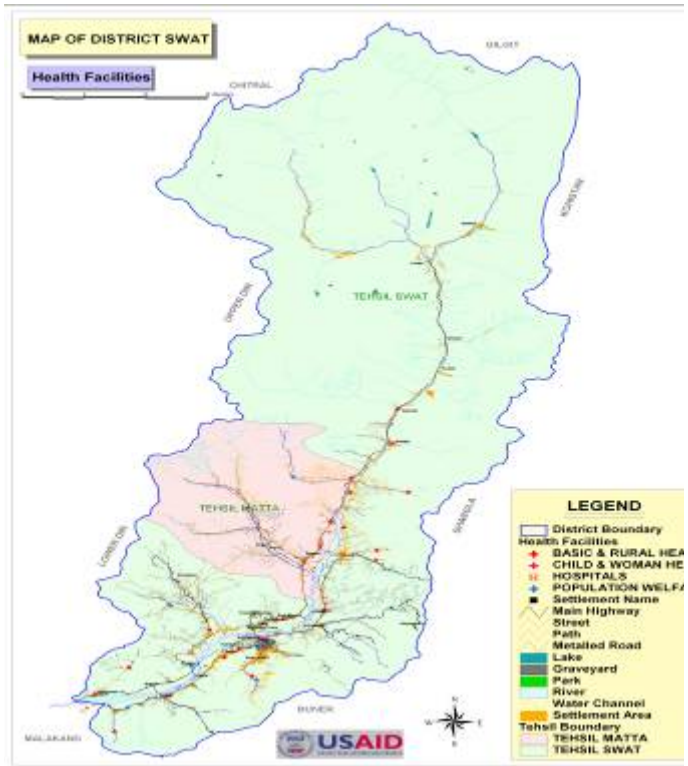
Education Facilities Projection



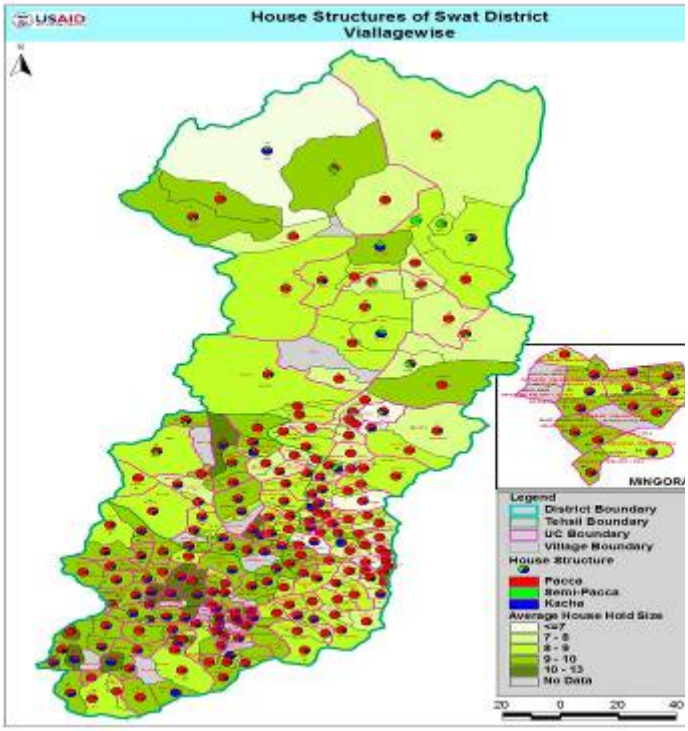
Literacy Rate (NARIMS + Census)



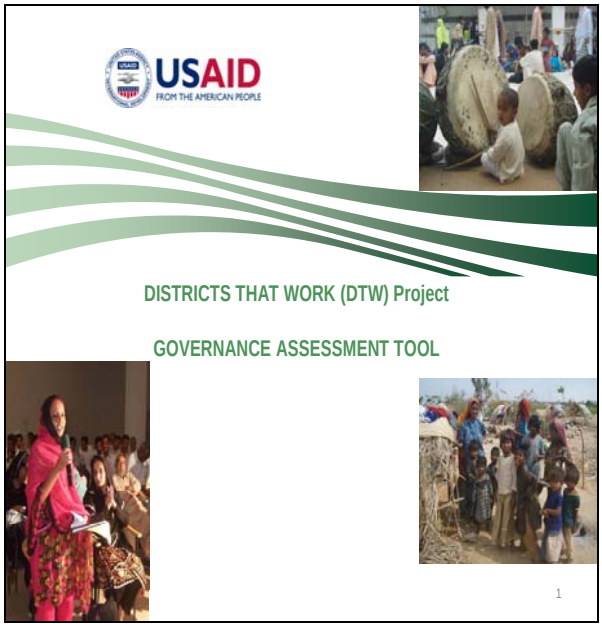
Health Facilities Projection

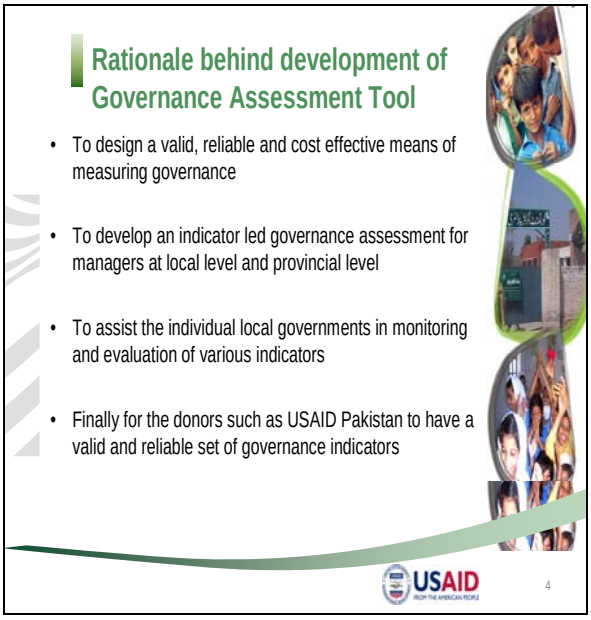


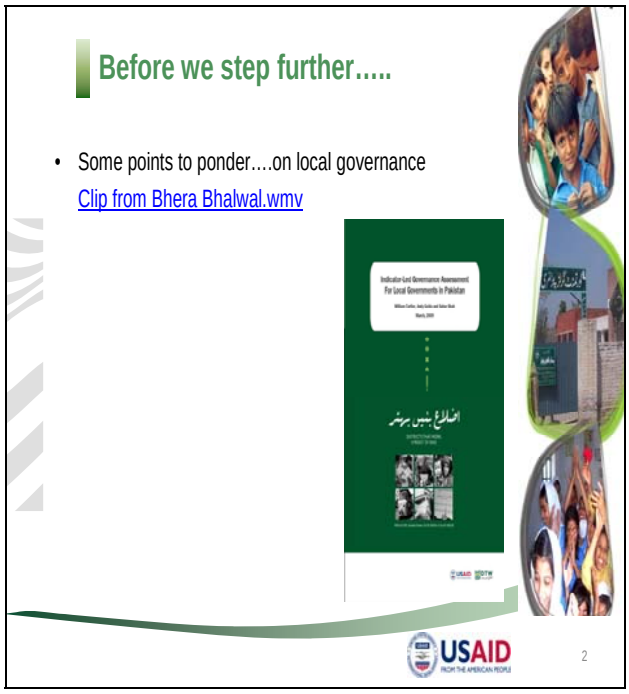
House Structures (NARIMS + Census)



ANNEX-F


USAID
FROM THE AMERICAN PEOPLE
DISTRICTS THAT WORK (DTW) Project
GOVERNANCE ASSESSMENT TOOL
1


Rationale behind development of Governance Assessment Tool
• To design a valid, reliable and cost effective means of measuring governance
• To develop an indicator led governance assessment for managers at local level and provincial level
• To assist the individual local governments in monitoring and evaluation of various indicators
• Finally for the donors such as USAID Pakistan to have a valid and reliable set of governance indicators
USAID
4


Before we step further.....
• Some points to ponder....on local governance
Clip from Bhera Bhalwal.wmv
USAID
2

What is the tool.... Simple assessment of the strategic areas in a local government
8 Strategic Areas
21 Outcomes
105 Indicators
USAID
5

What happened afterwards....

- The dialogues led team DTW to look at the following basic questions:

- What were the requirements as per law

- What was the on-ground situation

- Where are the gaps

- Why these gaps are there (What should be – What is)

- How to come up with a solution to monitor these gaps

USAID 3

What the tool incorporates...

- **This tool gives results of how different strategic areas are responding within a local government to senior management (Province or Local level)**
- The basis of results are the outcomes and indictors
- Numerical scores have been used to measure performance in each area and for each outcome
- The scores of local governments are presented in table form (Tick mark method)
- Flexible; can be adopted to any new changes in the local government law

USAID 6

Clarifications & future areas to work...

- The tool **does not cover the impacts (tangible and non-tangible)** as result of non-compliance of the provisions of LG law
- It **does not define a time frame for each indicator,** however, piloting the tool has shown that it can be quickly mapped to get the results
- It is a tool for assistance of management/auditors (performance auditors/ management consultants) and **has not been officially notified**
- **It can lead to recommendations for corrective actions –** The tool concentrates on preventive mechanisms rather than detective mechanisms

USAID 7

Sample Strategic Area – Council Governance

Sr. No	Strategic area	Outcomes	Indicators
1	Council Governance	The Council works as a representative body	6
		The council makes decisions in a formal manner, registering decisions in written minutes	6
		The council exercises oversight of the executive	4

10

Scoring

- Instead of an index ranking local governments on a scale of "governance performance", numerical scores have been used to establish averages, ranges and benchmarks for different strategic areas of governance
- For each indicator a maximum score was calculated and within maximum score following range were given:

USAID

8

8 Strategic Areas

1) **Council governance;**
2) **Council effectiveness;**
3) **Responsiveness;**
4) **Transparency;**
5) **Budget management;**
6) **Management of services;**
7) **Asset management; and**
8) **Internal and External control.**

USAID

9

Sample Strategic Areas – Council Governance

Sr. No	Strategic area	Outcomes	Indicators
2	**Council Effectiveness**	The council makes formal decisions on local bylaws and plans	**2**
		The council formally reviews and approves the annual budget	**5**
		The council formally reviews and approves taxes and fees	**3**

11

Approach used for data collection

- Agency records
- Well informed persons methodology
- Structured questionnaires
- Compared to surveys, it is considerably less expensive to design and implement

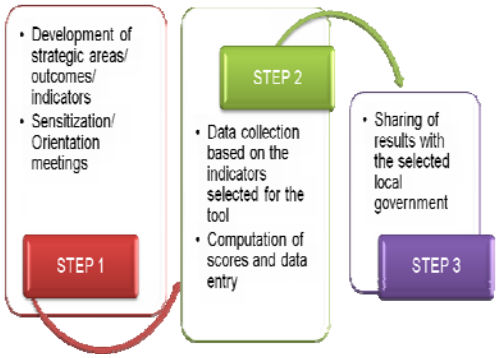
12

Documents collected during

1. Correspondence records
2. Council meeting minutes
3. Council meeting agendas
4. Public notices
5. Press releases
6. Resolution register
7. By-laws register
8. Master Plan
9. DC/ TMA Council Minutes Meeting
10. Public Accounts Committee Meeting Minutes

13

Methodology



14

Piloting the Governance tool at Narowal

- The tool was piloted at Narowal
- The results could not be shared with the Narowal District Government due to expected changes in the Local Government set up

15

Linking the two governance tools for effective service delivery – Issues for discussion

- NARIMS – Tracks the resources and manpower at local level
- Governance Tool – Tracks the compliance actions to be undertaken based on existing laws
- Together the two tools compliment each other by tracking results and resources
- How do you think the process can be improved further – i.e. for Governance tool and NARIMS
- Are there any specific areas for improvement
- Where can the tool be stationed – Ownership – Provincial level or local level
- Can the tool be further replicated into other districts

16

THANK YOU
USAID
17

ANNEX-G (FINANCE GROUP PRESENATIONS)

System For TMA Financial Management (STFM)

Enhance Own Source Revenue - **How ?**

- Increase Rates ?
- Better Management
  - Proactive Approach - Billing
  - Management of Arrears
  - Information for Decision Making
    - Accurate
    - Timely
    - Summarized
    - Analytical

STFM

4

System For TMA Financial Management (STFM)

Sequence

- Why STFM
- What is STFM
- STFM an Overview
- Characteristics

2

System For TMA Financial Management (STFM)

STFM Components

1. Software
2. Hardware
3. Training
4. Data Entry

System For TMA Financial Management (STFM)

Strengthening and Capacity Building

Increase Revenue

- Own Source Revenue
- Intergovernmental Fiscal Transfers
  - Provincial Finance Commission
  - Provincial Finance Department
  - Specific Grants

Fixed

Improved Services Delivery

3

System For TMA Financial Management (STFM)

1.Software-STFM Modules

- **Billing**
- **Revenue Collection**
- **Accounts**
- **Budget**
- **Complaint Tracking**

6

System For TMA Financial Management (STFM)

STFM Modules Defined

Billing

- Preparation of periodic bills for water charges, Property Rent, Sanitation and Trade Licenses.
- Issue defaulters notices
- Prepare Demand Register
- Billing Summaries & Comparisons for Decision making.

Revenue Collection

- Automation of all collections.
- Collections from various sources of revenue.
- Area-wise & collector-wise defaulters list.
- Analysis summaries and comparisons for monitoring & decision making purposes.

7

System For TMA Financial Management (STFM)

STFM Modules Defined

Accounting

- Maintenance of Accounts based on PIFRA chart of account
- NAM Codes Pre loaded
- Pre Audit Control
- Re-Appropriation
- Periodic Management Reports

Budget Preparation & Management

- Based on Budget Rules
- Using budget formats
- NAM Codes pre-loaded
- Head wise Recording of Budgeted Amount
- Automatic Processing – income & expenditure
- Updated status against budget heads
- First Year data entry
- Auto generation for subsequent years

8

System For TMA Financial Management (STFM)

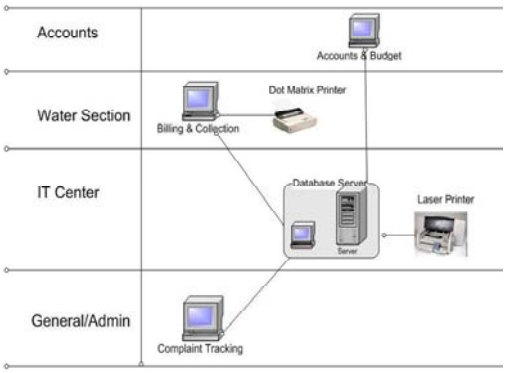
STFM Modules Defined

Complaint Tracking

- Complaints Registration
- Online Tracking
- Department/Sector/Type/Area wise Analysis
- Periodic Management Reports

9

2. Hardware - STFM Network Layout



10

System For TMA Financial Management (STFM)

3. Training

– System Administrators – One per TMA
– System Users – 3/2 per TMA
– TAO / TO (F) – One per TMA

» IT Concepts
» Systems' Overview
» System Administration
» Hands-on Practice

System For TMA Financial Management (STFM)

4. Data Entry

- Converting manual records to computer readable data
- Simultaneous activity with training

System For TMA Financial Management (STFM)

Characteristics

» Integrated
» Minimum Data Entry
» User Friendly
» Supports Decision Making
» Secure
» Documented

13

System For TMA Financial Management (STFM)

Implementation Process

» Initial Visits
» Hardware and Networking
» Training
» Data Entry
» Operationalization Visits
» Technical Support
» Follow up

14

Implementation Status

Province Wise TMAs

Province	Phase I	Phase II	Total
Punjab	13	16	29
NWFP	7	6	13
Sindh	10	3	13
Total	30	25	55

15

Thank you

16

USAID
FROM THE AMERICAN PEOPLE

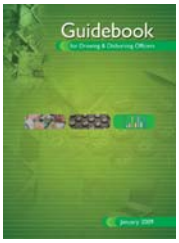
DISTRICTS THAT WORK (DTW) Project

DDO Guidebook

For

DDOs working in District Governments of

Punjab



1

Rationale behind development of a DDO Guidebook

- No single / simple reference book containing precise guidelines regarding DDOs role and responsibilities (financial and service matters) had ever been introduced
- Major changes in service and financial matters attributable to "devolution", "time to time changes" and NAM (New Accounting Model under PIFRA) have occurred which necessitated the development of a DDO Guidebook
- Manuals, Code and books of Civil Service Rules, Financial and Treasury Rules etc. had not been not up-dated
- DDOs of various partner districts raised their demands to provided a "Guide Book" for their facilitation

USAID
FROM THE AMERICAN PEOPLE

2

Methodology and Time Frame

- Initial consultations were held with DDOs of partner district governments
- Experts then visited pilot districts and assessed the requirements of material included in guidebook

STEP 1

STEP 2

- Based on feedback an outline of the Guidebook was developed
- Draft Guidebook was then developed and shared with selected DDOs in partner districts

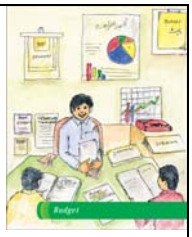
- Final DDO Guidebook developed and to be shared with partner districts in Sindh

STEP 3

3

Salient features of the Guidebook

- Important and prevailing rules & regulations, instructions of FD, procedures etc. have been summarized in a single short "Guide Book" (about 150 pages in total)
- Simple and easy language, hence easy to understand
- Amendments / revisions have been incorporated
- Necessary procedures of NAM / SAP, applicable to all Governments, have also been incorporated
- Included practical examples of various finance related issues
- A number of tables, for illustration pay scales -1994 onward, rates of allowances etc. have been incorporated
- Comparisons of rules and procedures between Federal and Provincial Governments , wherever variation exists, have been highlighted



4

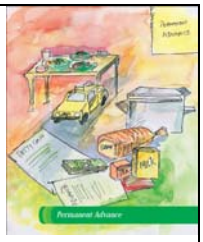
DDO Guidebook chapters

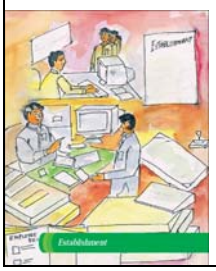
- Roles and responsibilities of DDOs
- Budget
- Receipt and payment of public money
- Contracts, Procurement and Stock Taking
- Sanctioning of expenditure
- Permanent Advance
- Establishment
- Joining Time
- Preparation and submission of claims
- Travelling Allowance
- Fixation of pay and service verification
- Leave rules and leave account

5

DDO Guidebook chapters

- Procedure regarding operation of vehicles
- General Provident Fund
- Pension Rules
- Mode of payment
- Book keeping and reporting





6

DDO Guidebook chapters

- Procedure regarding operation of vehicles
- General Provident Fund
- Pension Rules
- Mode of payment
- Book keeping and reporting

6

USAID
FROM THE AMERICAN PEOPLE

DISTRICTS THAT WORK (DTW) Project

A

Checklist for Speedy Processing of Bills

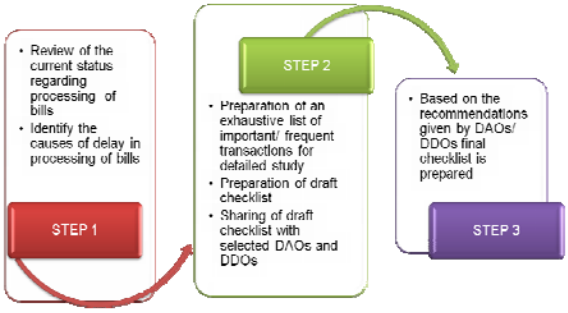
in

selected DTW partner districts

Rationale behind Speedy Processing of Bills Checklist

- To develop a tool for selected executive departments (DDOs) working at the district level which would assist them in submission of documents to the District Accounts Office
- To reduce the number of pre-audit observations on the bills being presented to the DAOs for the purposes of payment
- To reduce the load of work on DAO staff/ Accounting staff working under the DDOs by having a readily available reference document for smooth working relationship between the DAO and the executive departments
- To make the billing process efficient and transparent

Methodology and Time Frame



What the Speedy Processing of Bills tool can cover in future…

- The tool will lead to a formal understanding between the DAOs and Executive Departments whereby basic documents for processing important/ frequent bills can be reached
- The tool focused on Education/ Health departments. In future, the tool can be expanded to other departments at the district level such Works and Services Department

Areas covered under Speedy Processing of Bills Checklist

- Contingency payments
  - Conveyance charges
  - Courier and pilot services
  - Electricity Charges
  - Newspapers, Periodicals and Books
- Establishment charges
  - Medical Reimbursement
  - Travelling allowance on tour
  - First pay bill of government servant (BPS 16 or Above & 1-16)
  - Final payment of GP Fund
  - Pension payment

Salient features of the checklist

- Important and prevailing rules & regulations, instructions of provincial Finance Department, procedures etc. have been taken into account
- Simple and easy language, hence easy to understand
- Amendments / revisions have been incorporated
- Necessary procedures to all Governments, have also been incorporated
- Tick mark methodology used so even a person with a non-accounting background can use the checklist
- The checklist caters for the primary documents required to pass a bill through DAOs pre-audit checklist
- The checklist has been formulated keeping in view the recommendations of practitioners on ground rather than just theoretical knowledge. It, therefore, is suggesting pre-audit solution based on the on-ground procedures

THANK YOU
Saturday, February 06, 2010
USAID
7

USAID

DISTRICTS THAT WORK (DTW) Project

Financial Risk Assessments

of

selected DTW partner districts

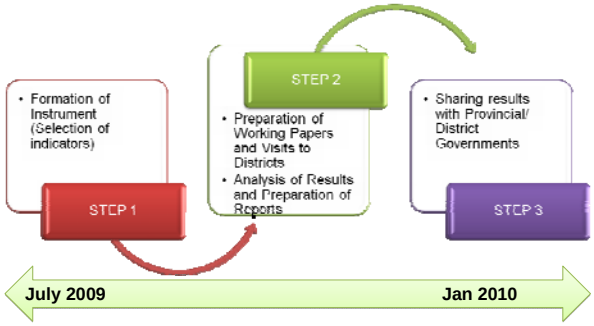
Rationale behind Financial Risk Assessment of Districts

- To explain how and why internal controls need to be changed/updated and to initiate a process whereby management can anticipate weak areas through effective risk assessment
- To provide the districts with an early warning system or a preventive mechanism instead of being dependent upon ex-post facto mechanisms such as the external audit reports of Auditor General's office.
- To develop a Financial Risk Assessment landscape at local level which could serve as a basis for future policy formulation and decision-making at local/provincial level (Dovetailing the framework with Monitoring and Evaluation mechanisms at provincial level)

Rationale behind Financial Risk Assessment of Districts

- To suggest measures that would enhance the financial governance framework in district governments through prioritization of financial risks.
- Finally, to transfer the tool, enabling provincial governments/ district governments to execute similar assessments in the future with minimal dependency on external support

Methodology and Time Frame



What the Financial Risk Assessment can cover in future…

- The financial risk assessment will lead to further improvement in design and implementation of procedures for identifying, measuring and managing financial risks
- It will lead to assessment / forecasting of impacts on effective financial management due to non-implementation of procedures for managing risks

Public Financial Management (PFM Cycle) – District Government

Note: The Study has covered whole PFM cycle at district government

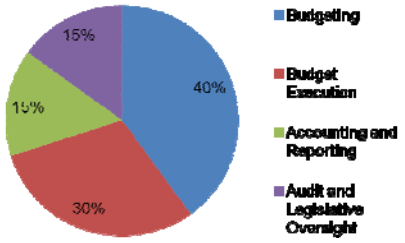
Framework

- A specific framework was developed for this study covering whole PFM cycle.
- Areas of PEFA relevant to District Governments were covered.
- The framework has been developed keeping in view the local legislations, specific references and data availability

Framework

Strategic Area	Outcomes	Indicators
Budgeting	7	57
Budget Execution	6	61
Accounting and Reporting	4	24
Audit and Legislative Oversight	3	26
	20	**168**

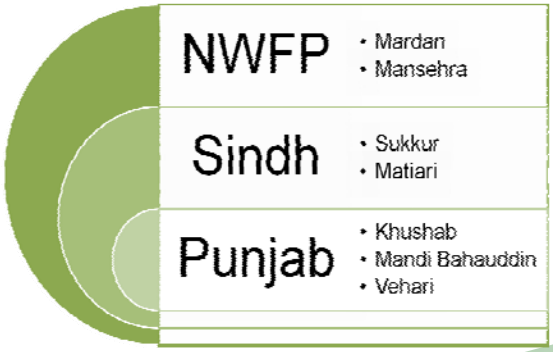
Weightages of strategic areas



Scoring Matrix

Highly Satisfactory	86% - 100%
Satisfactory	**71% - 85%**
Moderately Satisfactory	61% - 70%
Unsatisfactory	40% - 60%
Highly Unsatisfactory	Below 40%

Districts Covered

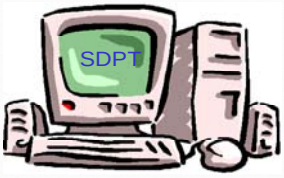


THANK YOU

USAID

DTW PUNJAB CONFERENCE

SYSTEM FOR
DEVELOPMENT PLANNING
AND TRACKING (SDPT)



PHASE-1: SDPT–KHANEWAL MODEL

- Requested by District Government Khanewal
- Review of existing system
- Preparation & approval of SRS
- Design/Development of software
- System Testing
- Implementation in Khanewal -July 2009

SEQUENCE OF PRESENTATION

- Purpose
- Khanewal Model and SDPT Product
- System Inputs & Outputs
- System requirements
- Salient features
- Roles of DTW & District Governments
- Key Transformations

PHASE-2: SDPT- A PRODUCT

- Demand received from Sukkur, Gujrat, Sialkot, Mandi Bahauddin, Mansehra & Charsadda
- SDPT reviewed, refined and standardized
- Consultative meetings held
- Feedback incorporated
- User Manual developed
- Training provided to district staff
- Follow-up Trainings

PURPOSE

To assist the process of

a) compilation of ADP

b) monitoring of development schemes

FOR

a) efficient and effective schemes implementation & resources utilizatic

b) improved public service delivery

SYSTEM INPUTS

General Information	Name, Type, Sector, Sub-Sector, New/Ongoing, Approval Status
Financial Information	Cost, Budget allocation, funds releases and Expenditure
Physical progress Information	Major Components of Schemes and their progress

Input Form

SYSTEM OUTPUTS

- Standard Parameters (Sectors, Area etc.)
- Schemes wise reports
- ADP, CCB & Tied Grants Schemes Reports
- Monthly and Quarterly Progress Reports
- Sectoral Reports
- Consolidated reports (Physical and Financial)
- Geographic based reports (UC, Tehsil, PA, NA)
- Status of Schemes (Completed, Ongoing, Not Started)

Roles of DTW and District Government

DTW

- Developed & installed SDPT
- Training of Staff
- Technical support

District Government.

- Contributed in system development
- Provided hardware
- Designated staff
- System owner ship

SYSTEM REQUIREMENT

- Computer (P-IV)
- Printer
- Software (SDPT)
- User's Manual
- Training
- Willingness to use

Key Transformations

#	BEFORE	AFTER
1	Information stored manually/files	Information stored electronically
2	Lengthy process of data retrieval	Quick retrieval of information
3	ADP compilation is difficult task	Easy to compile ADP schemes inform.
4	Scattered data difficult to analyze	Integrated data available for analysis
5	Data mobility & sharing is difficult	Data mobility and sharing is easy
6	New reports created every time	Reports can be generated easily
7	No facility for searching/query	Query and data searching possible
8	Scheme duplication/overlapping	No Scheme duplication/overlapping
9	Information not readily available for monitoring	Information available for monitoring
10	Data unavailable for decision making	Informed decision making possible
11	Poor impl. & funds utilization	Improved scheme impl. & utilization

SALIENT FEATURES

- Designed for the District
- Can be used at the Tehsil, Division and Provincial levels
- User friendly
- Secured
- Minimum data entry
- Standard reports-viewed & printing options
- Exportable to other formats
- Avoids schemes duplication

THANK YOU

INPUT FORM-SDPT

A) Scheme General Information

Scheme ID		Scheme Type	O New O On-Going	O Urban O Rural	O ADP O CCB O Tied Grants
Grant #		Scheme #		Financial Year	
Scheme Name					
Major Sector		Sector		Sub Sector	
Province		District		Teshil	
Union Council		NA Constituency		PA Constituency	
Scheme Status	O Approved O Un-Approved			Scheme Progress	
Admin Approval	O Yes O No	Admin Approval Date		Scheme Cost Type	O Millions O Rs. O Other
Planned Start Date		Actual Start Date			
Planned End Date		Actual End Date			
Approval Authority		Approval Date		Sponsoring Agency	
Planning Commission		PC Submission Date		Executing Agency	
Implementing Agency		Remarks			

INPUT FORM-SDPT

B) Scheme Costing

Approved Original Costing			Revised Original Costing				
Capital Cost	Revenue Cost	Total Cost	Capital Cost	Revenue Cost	Total Cost	Revised Date	Reason for revision

INPUT FORM-SDPT

C) Scheme Awarding Information

Contractor Name		Contractor Category			
Sanction Cost		Agreement Cost			
Tender Date		Work order Date		Penalty	O Yes O No
Start Date		End Date		Extension Date	
Remarks					

INPUT FORM-SDPT

D) Scheme Budget Allocation

Sr .#	FCY	Approved Budget Allocation			Revised Approved Budget Allocation				
		Capital Cost	Revenue Cost	Total Cost	Revised Capital Cost	Revised Revenue Cost	Total Revised Cost	Revised Date	Reason for Revision

INPUT FORM-SDPT

E. Scheme Releases Information

S. No	CFY	Executing Agency	Amount Released (m)	Release Date	Cheque/ Release Order No	Remarks

INPUT FORM-SDPT

F. Scheme Major Achievements

Sr .#	CFY	Contractor Name	Name of Major Components	Component Share (%age to total)	Start Date	End Date	Status	Progress achieved (%age to component share)	Remarks

INPUT FORM-SDPT

- **G. Scheme Expenditure Information**

Sr .#	CFY	Executing Agency	Amount paid	Payment Date	Document Reference No, if any	Remarks

District Development Plans–the process

ADP is a compilation of development projects approved by Council as part of budget (Budget rules 2003); The process consists of the following steps:

- **Local Situation Analysis**: An assessment of existing level of services

2. **Vision Statement:** Nazim give a vision for development of the LG.
3. **Sectoral Assessment**: Quantitative appraisal of level and quality of structure & functioning of any Dept. or service delivery system.
4. **Draft Sectoral Plan:** is a compilation of projects prepared by department on the basis of sectoral assessment.
5. **IDP:** Draft sectoral plan feed into IDP being prioritized by DDC for inclusion in ADP prior to its submission to council for endorsement
6. **ADP:** is approved by DDC and respective council.

INPUT FORM-SDPT

- **H. General Recommendations if any**

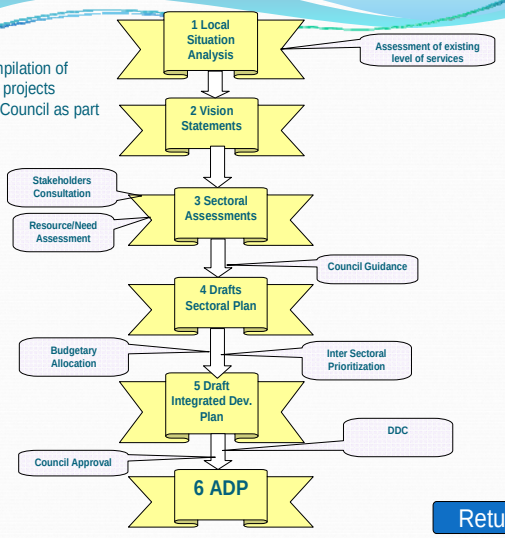
_____
_____
_____
_____
_____
_____
_____

Return

Monitoring/Tracking

Enables smooth implementation of ADP projects and allows LG to make changes to ADP as circumstances require.

ADP is a compilation of development projects approved by Council as part of budget



Return

ANNEX-H (SERVICE DELIVERY GROUP PRESENTATIONS)

USAID
FROM THE AMERICAN PEOPLE

Districts That Work (DTW) Project

Introduced

Performance Management System for School Improvement

first time in Pakistan…

Rationale

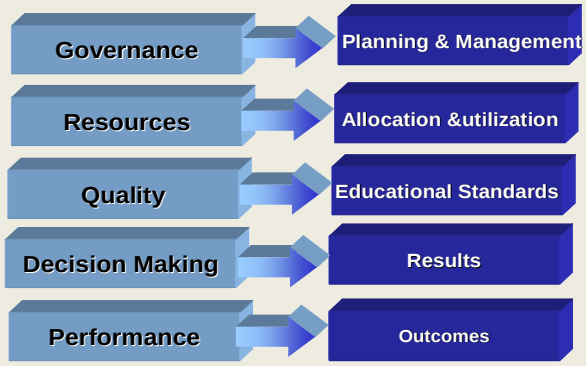
A management approach/tool that helps government improve services through:

- organized system for monitoring the results of work activities,
- A focus on outcomes, not physical outputs
- A focus on service quality and allocation needs
- assist in making decisions,
- Improving the performance of low performance schools.
- Increasing accountability mechanisms
- Helping district governments in monitoring the performance of schools.

I Greet you

Assalam- o- Alaikum

Why Performance Management System?



Description of Presentation

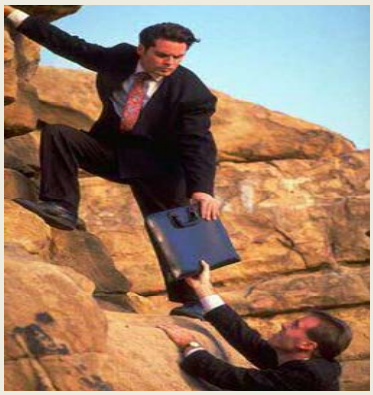
Part-A:
Introduction About Performance Management System

Part-B:
Designing of Performance Management Tool

Part-C:
Results of PMT

Part-A:

Introduction of PMT



What is Performance Management System?

...a system for helping to focus on improving the things that are most important for the organisation to achieve its aims

...helps organizations to achieve their strategic goals

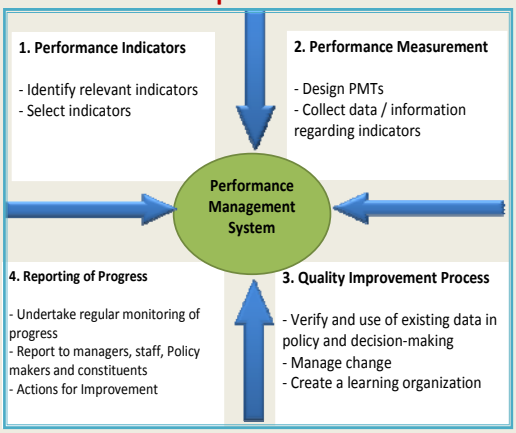
...performance management tries to develop skills of people to achieve their targets

What is an Indicator ?

Indicators are set to:

- serve as benchmarks
- act as a "measuring rod" in comparing different population groups, localities, levels, sex, etc.
- get a systematic and appropriate analysis
- help define relevant objectives and outputs
- Indicators are a basis for measuring progress towards a goal or objective

Performance Management System has four Major Components...



Core Education For All (EFA) Indicators....

These are...

1. Gross Intake Rate (GIR) in Primary Education
2. Net Intake Rate (NIR) in Primary Education
3. Gross Enrollment Rate (GER) in Primary Education and Secondary Education
4. Net Enrollment Rate (NER) in Primary Education and Secondary Education

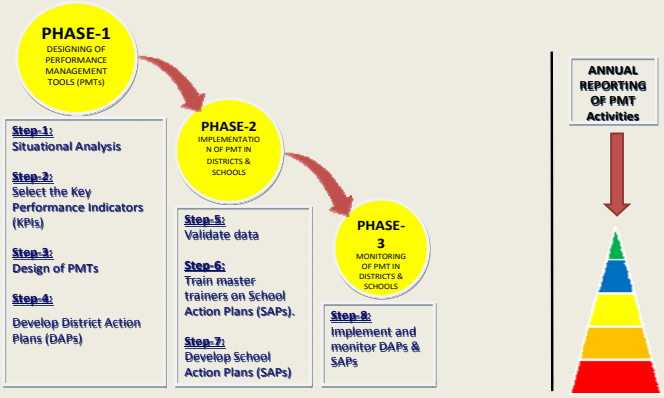
5. Repetition Rates (RR) by Grade in Primary Education
6. Survival Rate to Grade 5
7. Transition rate (TR) to Secondary E
8. Drop Out Rate
9. Percentage of Trained Teache
10. Pupil-Teacher Ratio at Primar
11. Public Expenditure on Primary ... al Public Expenditure on Education
12. Gender Parity Index for GER and N ... ondary Education.
13. Promotion rate by grade in primary and second
14. Gender Parity Index for Survival Rate to Grad
15. Gender Parity Index for Transition rate (TR) ... Secondary Education
16. Percentage of FEMALE enrolment in Prim ... and Secondary Education
17. Percentage of FEMALE teachers in Primary and Secondary Education
18. Repetition Rates (RR) of girls and boys in Primary and Secondary Education

These Four are the Key Performance Indicators (KPIs)...

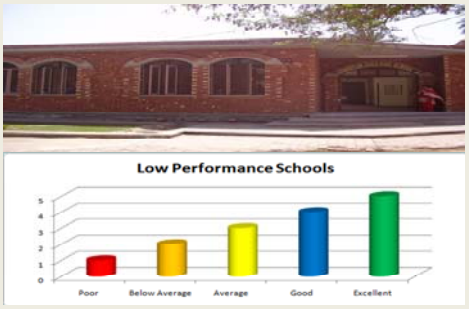
Key Performance Indicators (KPIs)

- **Promotion rate:** is the proportion of pupils who have successfully completed a grade and proceeded to the next grade the following year.
- **Repetition rate:** the proportion of pupils who repeat a grade once or twice.
- **Drop-out rate:** the proportion of pupils who leave the system without completing a given grade in a given school year.
- **Percentage of repeaters:** Percentage of repeaters at a particular grade.

Methodology & Major Steps...



Part-B:
Designing of Performance Management Tools (PMTs)



About PMT Tool # 1
"Performance Ranking Tool"

...Key Performance Indicators (KPIs) are selected

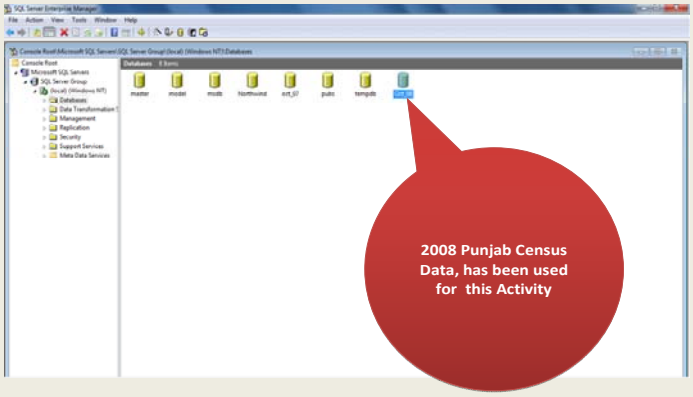
...On the basis of these KPIs, schools are ranked

...About 30 Low Performing Schools are selected...

Schools fall in different categories in context of performance…

- Excellent Performing schools
- Good Performing schools
- Average Performing schools
- Below Average Performing schools
- Poor Performing schools

PMIU EMIS data is used for this Tool # 01



Data Capturing Query over selected KPI are used

INDICATOR REPORT FOR THE DISRICT Gujrat

Sr. No	EMIS Code	School Name	Repitition Rate
1	34210475	GPS BARSA KHURD	80.00
2	34210223	GPS WARICHAN WALA	60.42
3	3421[illegible]	[illegible]MOHLA	47.37
4	[illegible]	[illegible]	45.31
[illegible]	[illegible]	[illegible]SAIN	42.48
[illegible]	[illegible]	[illegible]	39.81
[illegible]	[illegible]	[illegible]	37.50
[illegible]	[illegible]	[illegible]	34.15
[illegible]	[illegible]	[illegible]	34.12
[illegible]	[illegible]	[illegible]	31.33
[illegible]	[illegible]	[illegible]	31.11
[illegible]	[illegible]	[illegible]	30.36
[illegible]	[illegible]	[illegible]	30.30
[illegible]	[illegible]	[illegible]	29.29
[illegible]	[illegible]	[illegible]	29.27
[illegible]	[illegible]	[illegible]	29.06
[illegible]	[illegible]	[illegible]	28.13
[illegible]	[illegible]	[illegible]	28.00
[illegible]	[illegible]	[illegible]1	27.54
[illegible]	[illegible]	[illegible]	26.88
21	[illegible]	[illegible]TAB DIN	26.42
22	3422[illegible]	[illegible]MPUR	26.39
23	34210377	GPS KAKKIAN WALA	26.11
24	34220293	GPS SAGAR DHARIWAL	25.86
25	34220261	GPS BADU	25.27
26	34230168	GGPS BALHEEM	24.44

As a Last Step of Tool#01
List of schools with repetition rate is sorted out in a Descending order and TOP 30 schools are selected as Low Performance Schools

After PMT Tool # 2

"Development of District Action Plans"

…After identification of major issues and problems in selected low performing schools

…Actions for improvement were taken by developing District Action Plans

… Each EDO from selected 10 Districts of Sindh has developed the District Action Plan (DAP)

About PMT Tool # 2

"Performance Planning Tool"

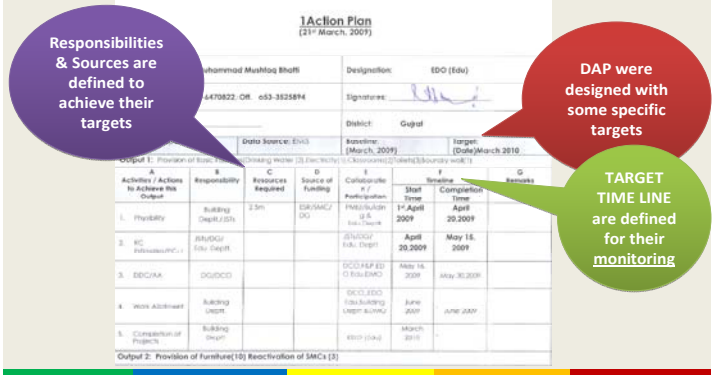
…Identification of major issues and problems in selected low performing schools

…Analysis of issues and problems

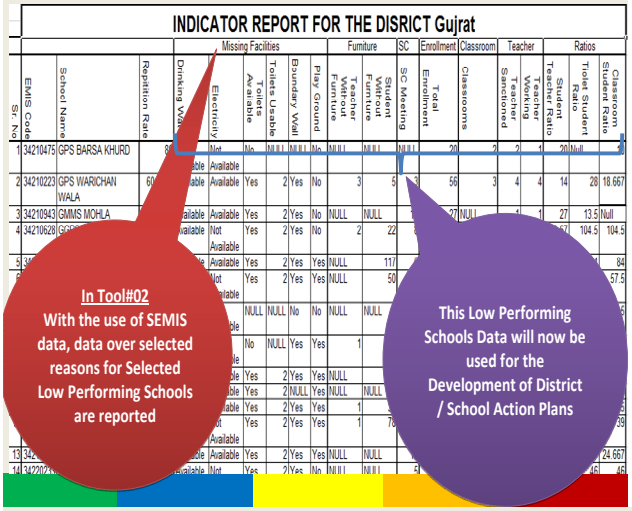
…Actions for improvement

After PMT Tool # 2

"Development of District Action Plans"

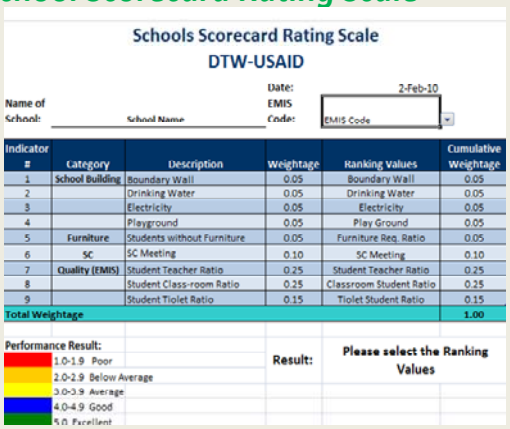


After brainstorming sessions with EDOs, reasons for Low Performing Schools are identified …



About PMT Tool # 3

"School Scorecard Rating Scale"



Schools Scorecard Rating Scale
DTW-USAID

Date: 2-Feb-10
Name of School: School Name
EMIS Code: EMIS Code

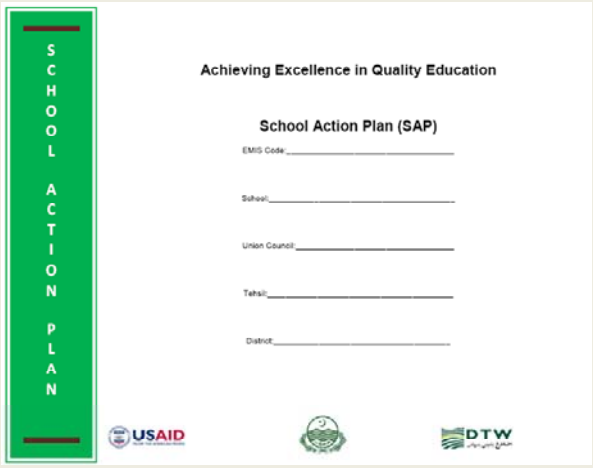
Indicator #	Category	Description	Weightage	Ranking Values	Cumulative Weightage
1	School Building	Boundary Wall	0.05	Boundary Wall	0.05
2		Drinking Water	0.05	Drinking Water	0.05
3		Electricity	0.05	Electricity	0.05
4		Playground	0.05	Play Ground	0.05
5	Furniture	Students without Furniture	0.05	Furniture Req. Ratio	0.05
6	SC	SC Meeting	0.10	SC Meeting	0.10
7	Quality (EMIS)	Student Teacher Ratio	0.25	Student Teacher Ratio	0.25
8		Student Class-room Ratio	0.25	Classroom Student Ratio	0.25
9		Student Tiolet Ratio	0.15	Tiolet Student Ratio	0.15
Total Weightage					1.00

Performance Result:
1.0-1.9 Poor
2.0-2.9 Below Average
3.0-3.9 Average
4.0-4.9 Good
5.0 Excellent

Result: Please select the Ranking Values

There are four main columns in this Tool…

"Development of School Action Plans"



Then…

Weightage is allotted to each indicator keeping in view its importance in measuring performance

Schools Sc
D

Name of School: GPS WARICHAN WALA

Indicator #	Category	Description	Weightage	Ranking Values	Cumulative Weightage
1	School Building	Boundary Wall	0.05	Yes	0.25
2		Drinking Water	0.05	Available	0.25
3		Electricity	0.05	Available	0.25
4		Playground	0.05	No	0.05
5	Furniture	Students without Furniture	0.05	8.93	0.20
6	SC	SC Meeting	0.10	3.00	0.30
7	Quality (EMIS)	Student Teacher Ratio	0.25	14.00	0.75
8		Student Class-room Ratio	0.25	18.67	0.75
9		Student Tiolet Ratio	0.15	28.00	0.75
Total Weightage					3.55

Performance Result:
1.0-1.9 Poor
2.0-2.9 Below Average
3.0-3.9 Average
4.0-4.9 Good
5.0 Excellent

Result: Average

"Development of Schools Action Plans"

Section No. 1: Present Status of Enrolment and Repetition / Dropout Rate

a. Enrolment:

	I						IV			
B-Boys / G-Girls	B	G	B							
2007										
2008										
2009										

b. Repeaters:

	I		II		III		IV		V			
B-Boys / G-Girls	B	G	B	G	B	G	B	G	B	G		G
2007												
2008												
2009												

c. Repetition Rate:

Repetition Rate for Year _____

Formula: Repeater in Current Year / Enrolment in Last Year x 100

Calculation: (_____) / (_____) x 100

Result: _____%

Data regarding Enrollments / Repeaters

Repetition Rate w.r.t Latest SAP Data Validation Exercise

Lets take a school and measure its performance …

Schools Scorecard Rating Scale
DTW-USAID

Date: 2-Feb-10

Name of School: GPS WARICHAN WALA

Indicator #	Category	Description			
1	School Building	Boundary Wall			
2		Drinking Water			
3		Electricity			
4		Playground			
5	Furniture	Students without Furniture			
6	SC	SC Meeting			
7	Quality (EMIS)	Student Teacher Ratio	0.25		0.75
8		Student Class-room Ratio			0.75
9		Student Tiolet Ratio			0.75
Total Weightage					3.55

Performance Result:
1.0-1.9 Poor
2.0-2.9 Below
3.0-3.9 Average
4.0-4.9 Good
5.0 Excellent

Result: Average

0.25 = 0.05 x 5 (for Yes)

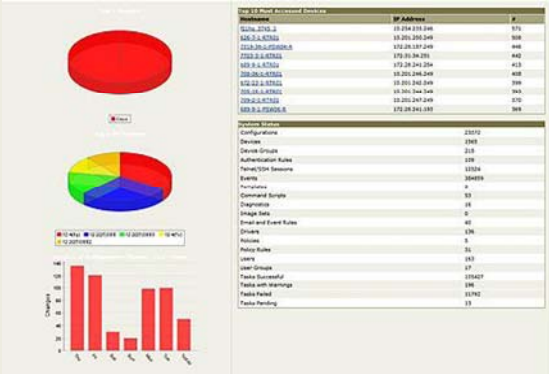
Result is "Average"

3.40 falls in Category of "Average"

Total is 3.40

Part-C:

Result of Performance Management Tools (PMT)



GLIMPSE OF PMT ACTIVITIES

PMT PHASE – 1

Name of District	Total Schools Selected	Number of Districts	Training on PMTs	Total Number of Participants
NWFP	261	10	29-10 December, 2008	42
SINDH	270	10	15-17 April, 2009	21
PUNJAB	390	13	20-21 March, 2009	42
Total	**921**	**33**		**105**

PMT PHASE - 2

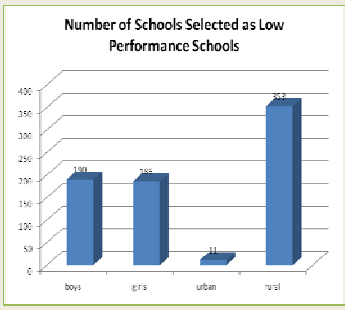
Name of District	Total Schools Selected	Number of Districts	Review of PMT Activities	Total Number of Participants
NWFP	423	17	19-21 November 2009	41
SINDH	445	15	10-12 December 2009	60
Punjab	390	13	22-23 January 2010	25
Total	**1258**	**45**		**126**

Number of Selected Low Performance Schools

Gujrat	30	Vehari	30
Sialkot	30	Chakwal	30
M.B.Din	30	Hafiz Abad	30
Sahiwal	30	Sargodha	30
Khushab	30	Lodhran	30
T.T.Singh	30	Khanewal	30
Narowal	30		
Total		390 Schools	

Add urban / rural Number of Selected Low Performance Schools

Total Number of Schools After Data Validation			336
boys	girls	urban	rural
190	186	11	353



Results of PMT Exercise-1

DISTRICT WISE INDICATORE REPORT FOR LOW PERFORMANCE SCHOOLS

Sr. No	District Name	Highest Repetition Rate	Missing Facilities: Drinking Water	Missing Facilities: Electricity	Missing Facilities: Toilets	Missing Facilities: Boundary Wall	Missing Facilities: Play Ground	Furniture: Teacher Without	Furniture: Student Without	SC: SC Meeting	Teacher: Teacher Requirement	Classroom: Classrooms
1	Sargodha	87%	6	15	16	14	21	19	23	14	11	10
2	Lodhran	65%	4	15	4	5	15	18	25	14	18	12
3	Chakwal	32%	6	15	16	14	21	19	23	14	11	10
4	Khushab	50%	9	13	11	8	20	28	19	11	12	13
5	Sialkot	56%	5	18	10	10	17	10	23	10	9	13
6	Gujrat	80%	2	12	8	4	16	16	17	23	14	9
7	Narowal	52%	1	7	5	7	12	12	25	13	5	12
8	M.B.Din	50%	1	7	11	10	13	25	22	16	15	9
9	Hafizabad	46%	4	13	8	8	28	21	23	13	16	14
10	Khanewal	68%	3	13	13	16	19	13	26	14	14	14
11	Sahiwal	92%	5	13	12	10	13	13	26	12	15	16
12	Vehari	53%	0	4	7	12	13	21	19	29	22	21
13	T.T.Singh	84%	2	7	7	14	15	21	26	17	17	18

List of common indicators arises from each district and schools

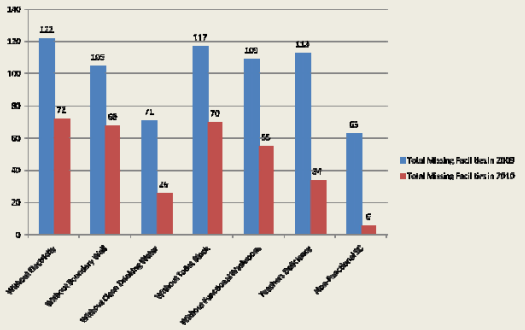
Results of PMT Exercise-1

	Without Electricity	Without Boundary Wall	Without Clean Drinking Water	Without Toilet Block	Without Functional Washroom	Teachers Deficiency	Non-Functional SC
Total Missing Facilities in 2009	122	105	71	117	109	113	63
Total Missing Facilities in 2010	72	68	26	70	55	34	6
% of Improvement	59%	65%	37%	60%	50%	30%	10%

Major Achievements to be corrected

- **13 District Action Plans** developed
- **26 Masters trainers** trained
- **672 Head teachers and SMC** trained
- **336 School Action Plans** developed

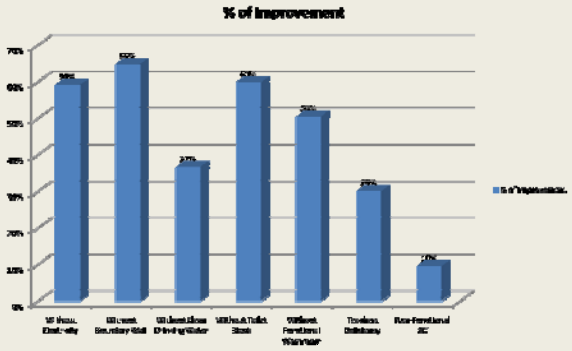
Results



Highlights

· In comparison to 2008, the EMIS Census data of 2009 has more accuracy and reliability in terms of data analysis, data tabulation, data present and data entry.
· Active participation of all the key stake holders
· Allocation of additional resources
· Effective coordination and linkages have been developed between the Provincial and District level as well as between the EDO office and schools.
· Overall there is general awareness among the Districts regarding DAPs, KPIs and SAPs

Results



Highlights

- 59% improvement in Electricity
- 65% improvement in Boundary
- 37% improvement in Drinking Water
- 60% improvement in Toilet Block
- 50% improvement in Functional Washroom
- 30% improvement in Teacher Deficiency
- 10% improvement in Non Functional SC

Thank you

Its all about PMT

USAID
FROM THE AMERICAN PEOPLE

Experience Sharing
on

Performance Management System for School Improvement

District : Narowal

By

Name: Muhammad Arif Shahzad

District Profile

DCO:
Waqas Ali Mehmood
Population (1998):
Total: 1,156,097
Area: 2,337 km^2 (902.3 sq mi)

Tehsil	No. of Unions
Narowal	27
Shakargarh	28
Zafarwal	19
Total	**74**

District Profile

- Literacy rate
  - 52% (1998 Census)
  - Male – 65.6%, Female – 39.8%
  - 72% Estimated
- Number of Children Enrolled
  - 2,51,943
- Total number of primary schools
  - 1,244 Schools
  - Boys: 475
  - Girls: 769
- Annual Budget on Education
  - 2,63,24,06,211

Application of PMT & Identification of Low Performance Schools

- Total No. of Primary Schools (1,244)
- Selection of KPIs (Repetition Rate)
- Setting up standards to identify Low Performing Schools (92%-28% Repetition Rate) which result out 8 Schools
- Application of Data Capturing Query in Provincial EMIS
- Low Performance Schools (30)
- Maximum Repetition Rate (52.94%)
- Minimum Repetition Rate (19.64%)

About Low Performing Schools

Status	
Functional	26
Non Functional	Nil
School Gender	
Boys	10
Girls	16
Location	
Urban	1
Rural	25

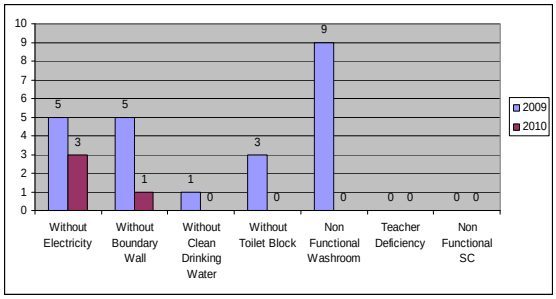
Major Steps Taken

- Data Validation: Data Validation over Selected 30 Low Performance Schools
- Sensitization: The Head Teachers / Teachers about the Low Performing Schools and indicators involved
- Activation of School Councils: The formation of schools councils as per S.C Policy 2007
- Training of H.T / S.C Members:
  - Capacity Building
  - Motivation to:-
    - Involve Local Community to resolve the issues at local level
    - To interact with Political Community for betterment of School
    - To request / approach the Department & District Government to get the basic facilities for School

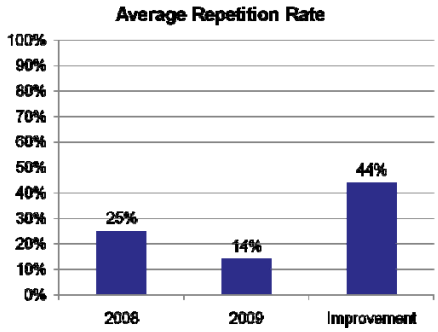
Major Steps Taken

- Social Mobilization of Local Community through School Councils for:-
  - Awareness about importance of Education
  - Ownership and Responsibilities for Schools
- Preparation of Action Plans with the Coordination of DTW
- Implementation and Continuous Follow-up of Activities through "School Score Card Rating Tool"

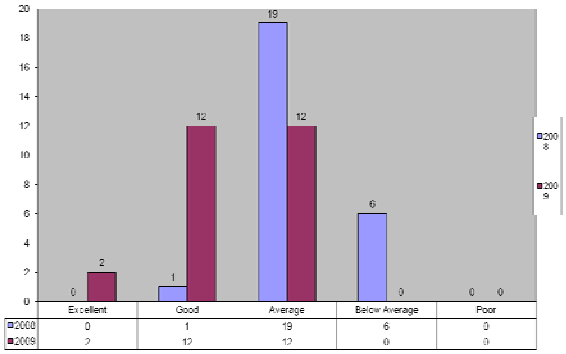
Comparative Analysis of Missing Facilities in Low Performing Schools



Comparative Analysis of Repetition Rate



Comparative Status of the Schools



Comparative Analysis of Facilities in Low Performing Schools

Year	Missing Facilities					Teachers	SMC
	Electricity	Boundary Wall	Clean Drinking Water	Toilet Block	Functional Washroom	Teacher Deficiency	Non Functional
2009	5	5	1	3	9	0	0
2010	3	1	0	0	0	0	0

Major Steps & Activities

Sr.#	NAME OF SCHOOL	ACTION TAKEN	SCHOOL COUNCIL
1	GGES PAKHOKE	Provision of furniture to staff and students .70 Desk bench were repaired with cost amounting to Rs.28000/-	Rs.100000 was allocated and released to school council
2	GGPS JINNAH NAROWAL	Provision of furniture to students.	Rs. 40,000/- was Allocated and Released to School Council
3	GES KALAS GORAYA	Provision of furniture for staff and construction of toilet block. Uplift of boundary wall will cost amounting to 70,000/-	Rs.100000 was allocated and released to school council
4	GPS GIASSPUR	Construction of Toilet Block will amounting to Rs. 28,000/-	Rs. 40,000/- was Allocated and Released to School Council
5	GPS BHALAKE KHURD	Supply of order of 17 desk benchs for students will cost Rs.27,200/-	Rs. 40,000/- was Allocated and Released to School Council
6	GPS UNCHI RASOOL PUR	Purchase of 03 Desk bench with cost of Rs.8000/ and provide other facilities	Rs. 40,000/- was Allocated and Released to School Council
7	GPS BHALA PIND	15 Desk Bench were purchased with cost amounting to Rs.33000/-	Rs. 40,000/- was Allocated and Released to School Council
8	GPS RAN	Provided the clean drinking facility with bore of 150 ft. depth and purchased electric pump with cost amounting to Rs.18000/- Provided furniture to staff	Rs. 40,000/- was Allocated and Released to School Council

Sr.#	NAME OF SCHOOL	ACTION TAKEN	SCHOOL COUNCIL
9	GPS HINDO DOGAR	Provided the furniture to staff and repair of 20 Desk benches for students with cost of Rs.13000/-	Rs. 40,000/- was Allocated and Released to School Council
10	GPS DAHAB	i)-Construction of Toilet Block ii)-Provided the furniture to staff and purchase of 08 Desk benches for students with cost of Rs.16000/-	Rs. 40,000/- was Allocated and Released to School Council
11	GPS DHERO MANGRA	i)-Construction of Toilet Block ii)-Provided the furniture to staff and repair of 09 Desk benches for students	Rs. 40,000/- was Allocated and Released to School Council
12	GGPS SADIQABA	Provided the clean drinking facility Repair of Toilet Block. Provided the furniture to staff and purchase of 32 Desk benches for students with cost of Rs.30000/-	Rs. 40,000/- was Allocated and Released to School Council Rs. 0.172 Million allocated and released for provision of furniture.
13	GGPS CHELLAY WALI	Provision of Furniture to staff and students.	Rs. 40,000/- was Allocated and Released to School Council
14	GGPS SUTIA BUMBIA	10 wood bench were purchased with cost amounting to Rs.4000/-	Rs. 40,000/- was Allocated and Released to School Council
15	GGPS CHAHAR BHATTI	Construction of New building with cost amounting to Rs.34,00000/- and school upgraded up to Elementary level with the efforts of school council And Department. Purchased of furniture for staff through school council.	Rs. 40,000/- was Allocated and Released to School Council (ii) Allocation 34,00000/- for construction of new building.
16	GGPS DUABA	Provided the furniture to staff and purchase of 13 Desk benches for students with cost of Rs.45000/-	Rs. 40,000/- was Allocated and Released to School Council Rs. 0.124 Million allocated and released for provision of furniture.

Way Forward

- A vision to improve the performance of these low performance schools by taking all necessary measures
- As per DTW Performance Management Tool (PMT), the other schools in District Narowal will also be taken up as under;
  - Capacity building of school teachers and School Council members
  - Social mobilization to involve the local community to uplift the school performance
  - Motivation to teachers and School Councils to create sense of responsibility and ownership
  - Provision of co-curricular activities for students
  - To ensure the 100% enrollment of School Going Age Children in the concerned education circle and prevent the counter Dropout
  - Improvement in Student Performance (Results)

Sr.#	NAME OF SCHOOL	ACTION TAKEN	SCHOOL COUNCIL
17	GGPS NIVEEN RASOOL PUR	Provided the clean drinking facility with bore of 175 ft. depth and cost amounting to Rs.31000/- Repair of Toilet Block. Provided the furniture to staff and repair of 12 Desk benches for students with cost of Rs.2500/-	Rs. 40,000/- was Allocated and Released to School Council
18	GGPS PINDI OLAKH	Provision of furniture to staff with cost of amounting to Rs.7200 & for students 20 desk bench were repaired with cost amounting to Rs.8000/-	Rs. 40,000/- was Allocated and Released to School Council
19	GGPS AKAL GARH	Repair of latrine Block, Provision of furniture to staff and students	Rs. 40,000/- was Allocated and Released to School Council
20	GGPS BAALIAN KALAN	Provision of furniture to staff with cost of amounting to Rs.7200 and students .20 Desk bench were purchased with cost amounting to Rs.21000/- Minor repair of school building and toilet blocks Provision of Miscellaneous Missing facilities	Rs.40000 was allocated and released to school council Funds Rs. 1.632 Million allocated and released.
21	GGPS MAL BAJWA	Provision of furniture to staff and students	Rs. 40,000/- was Allocated and Released to School Council
22	GGPS DHARIWAL	Construction of Toilet Block Provision of furniture to staff and repair of 10 Desk benches for students	Rs. 40,000/- was Allocated and Released to School Council
23	GGPS DADIAN	Repair of toilet and desk benches for students	Rs. 40,000/- was Allocated and Released to School Council
24	GGPS CHAK DABANI	Construction of Toilet Block with cost of Rs.18500/- and provision of 5 desk bench for students and furniture to staff Construction of Laboratory Block and Boundary Wall	Rs. 40,000/- was Allocated and Released to School Council Allocation of funds amounting to 0.873 Million
25	GGPS KOT SULUKHAN	Boundary Wall Provided the furniture to staff and purchase of 10 Desk benches for students with cost of Rs.36000/-	Rs. 40,000/- was Allocated and Released to School Council
26	GPS CHHANI BAGHWALI	Allocation of funds to provide all missing facilities will cost amounting to Rs. 1.310 Million.	Rs. 40,000/- was Allocated and Released to School Council Rs. 1.310 M released.

THANK YOU

USAID FROM THE AMERICAN PEOPLE

Pakistan's Districts That Work Project

1

Assessment of People's Primary Health Initiative (PPHI), NWFP

Third Party Evaluation by DTW

2

- To Improve Primary healthcare in Pakistan, the Federal Government through Ministry of Industries & the Special Initiatives Division, launched a country wide Program to be known as the President's Primary Healthcare Initiative (PPHI)
- In the NWFP, the Program was, practically, initiated in 2007 when the respective District Governments transferred funds to PPHI
- After induction of the new Government, the Program has been re-designated as the ***People's Primary Healthcare Initiative*** and attached with the Cabinet Division, Islamabad

3

Objective of PPHI

- The basic objective of the PPHI is to improve health service delivery at the primary level through improvement of management of the health institutions

4

The Study - Objective

To assess the status of Primary Health Care delivery services in intervention and non intervention districts of NWFP Province of Pakistan

5

Specific Objectives

1. To assess Primary Health Care delivery system on selected PHC Indicators
2. To assess skills of HCP in better delivery of health services
3. To evaluate community satisfaction level in the availability of health services in the area
4. To check the knowledge of mothers on key health problems/issues
5. To assess role of community in health and related issues
6. To assess the working relationship of PPHI people with District Government and District Health Department
7. To assess the quality of health services

6

Methodology

- It was a descriptive cross sectional study and quantitative as well as qualitative techniques were used to assess the above objectives by comparing with non intervention Districts
- The study population comprised of:
  - BHUs
  - Patients/clients
  - Mothers with children less than 02 years
  - Community Health Committee (Support Group Members)
  - Executives of District Health Department & PPHI in the districts

7

- Currently 11 districts in NWFP are being managed by PPHI. The study included districts that had completed two years of initiative under PPHI
- Assessment survey was carried out in 10 (07 PPHI & 03 Non-PPHI) districts
- Total BHUs surveyed were 150 (105 PPHI & 45 Non-PPHI)
- Total respondents/interviewees were more than 6000
- Two separate FGDs for PPHI & Health department management at provincial level

8

Districts

PPHI	Non-PPHI
Peshawar	Abbottabad
Nowshera	D.I Khan
Kohat	Lower Dir
Karak	
Chitral	
Swabi	
Upper Dir	

9

Health Procurement Training

10

- Training was held at Islamabad on health procurement
- Six districts from three provinces i.e. Sindh, Punjab & NWFP

11

Rationale of Training

- Most of Health Managers are not trained in procurement procedures
- Due to the lack of knowledge, rules and regulations of procurement are not being observed in letter and spirit

12

Focus of Training

Participants' to understand:

- Objectives & Principles of public procurement
- Overview of required goods in health sector for service delivery
- Identify health facility-wise actual requirement of medicines and equipment
- Roles of Purchase, Indenting Officers & Technical scrutiny committee (TSC)/Senior Technical Officers

13

- Develop an understanding of Indenting, Purchase & Tendering Processes
- Procurement Rules & Processes in health sector
- Contract Management – Principles, Procedures & Monitoring of Contracts
- Understand issues of Delivery and Inspection of Goods
- Describe general financial rules/instructions relating to the procurement

14

Trainee's suggestions for Improvement in Procurement Process

Trainee's Provided:

- A set of errors, lapses & oversight to be avoided
- A set of procedures if properly adopted, along with observance of relevant rules will improve the procurement

15

Health Planning Training

Districts

1. Peshawar
2. Nowshera
3. Charsadda
4. Kohat
5. Abbottabad
6. Haripur

Participants Per Workshop (20-25)

16

Training Objectives

- Be able to function in a multi-disciplinary, problem-solving team within their district
- Have in hand an action plan for solving the health problem for their district which is reviewed by decision makers
- Be able to evaluate the effectiveness of their action plan according to set indicators and report the results to decision-makers

17

The Concept

This training has been developed on the concept of WHO

"District Team Problem Solving (DTPS)" health planning

approach which is based on:

- problem-oriented, rational-analytical planning
- concepts and methods in the project management approach

18

The Process

District health planning is a process in which teams of health workers are guided in:

- Identifying and analyzing one district specific high priority public health problem
- Devising a plan of action that provides a solution to the problem
- Self-monitoring the progress and evaluating the impact of Action plan
- Developing the ability to gather and use data
- Developing a good team work and improved managerial skills

19

Thank You

2

PPHI - Findings of the Study

1. There is improvement in PPHI managed districts in relation to BHUs infrastructure, cleanliness of environment, availability of medicines, record keeping of activities and filling of the vacant positions of doctors and paramedical staff
2. Provision of preventive services by PPHI districts are nearly same with non-PPHI districts but there is significant improvement in the provision of curative services in PPHI districts
3. Envisaging availability of health Staff, medicines, equipment and knowledge of Health Care Providers, Quality of Care is relatively better in PPHI managed BHUs

1

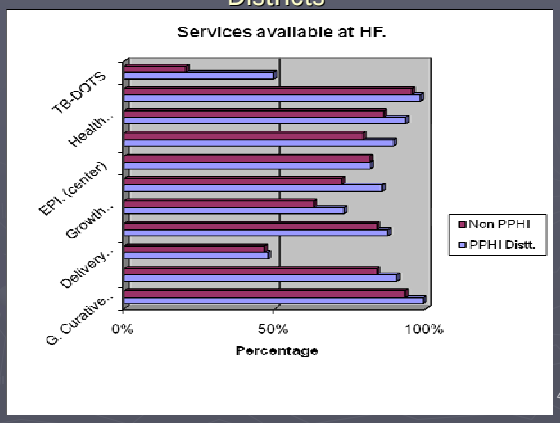
4. Patients/clients are more satisfied with the provision of health services in PPHI managed BHUs
5. Role of Support Group in preventive activities, conduction of health awareness sessions in the community is not commendable
6. No difference in Knowledge of Mothers on danger signs of Diarrhea and Acute Respiratory Infections of children
7. Prevailing sense of mutual distrust has paved the way for lack of coordination and support between PPHI and Health Department

2

8. More flexibility of rules and regulations was empowered to PPHI to address gaps/limitations in health care delivery system
9. Both sides executed their activities independently thereby waning out the potential effect of joint venture
10. Less responsiveness on the part of PPHI with regard to fulfill certain assigned duties under MOU like submission of monthly National HMIS reports and annual audit reports
11. Though there is comparative improvement in the strengthening of BHU infrastructure and provision of Primary Health Care services but there is no drastic change in health care delivery as envisioned in the implementation of initiative

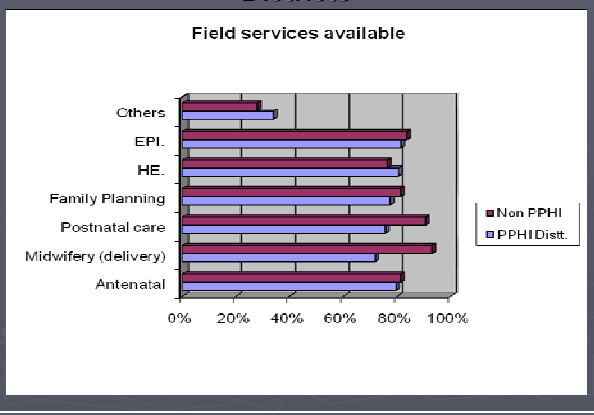
3

Curative Services in PPHI & Non-PPHI Districts

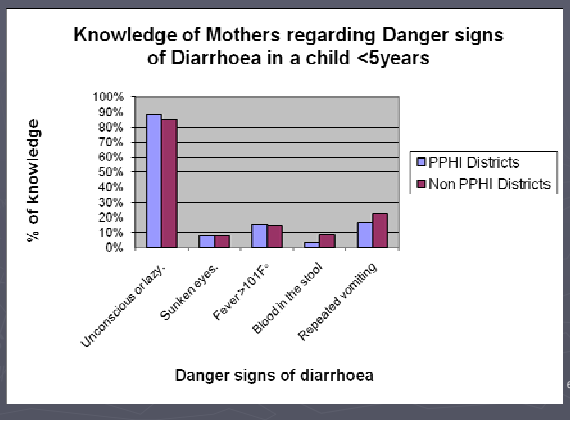


4

Preventive Services in PPHI & Non-PPHI Districts



Promotive Services in PPHI & Non-PPHI Districts



6

Recommendations

1. Joint monthly review meetings of all district and provincial stakeholders to resolve issues regarding audit and reporting and to assess progress of activities
2. Involvement of District Health Department in the process of recruitment, posting and transfer of staff, purchase of medicines, equipment and initiation of innovative strategies at provincial as well as at district level
3. There should be unanimous decision on authority regarding writing of ACRs of health staff
4. Devise strategies at provincial and district levels that should augment better provision of health care services to the people

7

5. Health is a Provincial subject and should remain in the provincial domain to resolve conflicts
6. Confidence building measures should be adopted through regular meetings and updates at district level under the chair of DCOs
7. Revisiting of agreement with SRSP addressing administrative/management issues to allay environment of mutual distrust

8

Conclusion

Since there is a comparative but not drastic improvement in the preventive & promotive services, therefore, it recommends that PPHI consolidates its achievements further and focus on bringing improvements in preventive & promotive aspects of primary healthcare in existing program districts

9

Thank You

10

Pakistan's Districts That Work Project

1

Health Procurement Training

2

Learning Objectives

- To develop clear concept about modern methods of procurement
- To learn how to make the procurements timely and transparent
- To learn how to over-come the procedural delays
- To get comprehensive and practical knowledge for effective and efficient procurement
- To learn about the obligations and responsibilities of the indenting officer
- To learn about the obligations and responsibilities of the purchase officer
- To learn about the general rules regulations of procurement

3

What We Learnt

- Clear concept developed about the procurement
- The procurement process should be started at the earliest to avoid any delay
- To make the procurement transparent and timely all the relevant rules and regulation should be followed in letter and spirit
- The indenting officer should have clear mind about the needs and types of stores required
- Learnt about the responsibilities and of the indenting officer
- Learnt about the responsibilities and the obligations of the purchase officer
- Learnt that the Value for money should be the essence of procurement

4

Use of Training

- While making indents, responsibilities and obligations are being observed
- All rules and regulations of procurement are being observed
- The procurement process is started at the earliest to over-come the procedural bottle-necks
- Due to the timely procurements the level of health services delivery status has improved
- Stores are being procured on a competitive basis at the most economic manner ensuring value for money
- Transparency and equitable approach is being ensured in procurement process

5

Recommendations

- This training should be mandatory for all the DDOs health
- More stress should be given on flow chart exercises in training
- Refresher trainings to be supported by civil society & donors

Thank You

6

Health Planning Training

1

Gaps in Health Planning & Management

- No census in Pakistan since 1998
- Lack of proper data recording & utilization
- Lack of skills & dependency e.g. computer skills
- Lack of Integration & Coordination in planning
- Ineffective utilization of resources & services
- Improper delivery of budget e.g. time factor, etc
- Gender issues & social-cultural constraints

2

Recommendations

- Future trainings to focus on diversity of participation from different departments for diversity in discussion & learning
- Increase time duration of the training
- Ensure the participation of high ranked managers for such trainings
- Follow-up of the Action Plan developed
- Periodic refresher trainings
- Civil society & International donors agencies should assist Local Government to replicate the activity in future

5

Learning Benefits

Participants acquired skills to:

- Identify & prioritize problems
- Set SMART Objectives
- Examine practicable solutions for the problems identified
- Develop an implementation plan
- Monitor & supervise the Action plan
- Evaluate output & outcome indicators before planning the next activity

3

Outcome of the training

- Managers have a clear action plan
- Managers are more focused on future planning
- Increased sense of ownership & involvement
- Increased integration & coordination in planning
- Clarity about roles & responsibilities
- Increased focus on areas e.g. implementation, monitoring, supervision & evaluation

4

The Action Plan

Thank You

6

ANNEX-I (GROUP PRESENTATIONS TO PLANERY)

Finance Group

Sequence of the presentation:

- STFM
- SDTP
- Risk Assessment Tool
- DDOs Guide Book
- Speedy Processing of Bills
- Governance Assessment Tool

Lessons learnt & gaps – DDOs Guide Book

Lessons learnt:

- Simplified version of rules
- Compiled formats at one place
- Clarification of misconceptions

Gaps:

- More focused on federal level
- Lack of certification

Lessons learnt & gaps - STFM

Lessons learnt

- improved financial management
- Time and efforts saving
- Improvement in Own Source Revenue
- Improved recovery of arrears

Gaps

- Partial coverage
- Inadequate technical support
- Question of sustainability/ exit strategy

Recommendations - DDOs Guide Book

- More focused towards local governments rules
- Translation in local languages
- Follow-up trainings/ hand holding with DDOs
- Preparation of similar guide books for other functionaries of local governments
- Preparation of small guide books for citizens
- Ownership/ vetting by Finance Department

Recommendations - STFM

- Inclusion of building plan record
- Usage of Accounting, budgeting and complaint tracking modules at district level
- Replication at remaining TMAs
- Continued Technical Support
- Ownership by Local Government Department
- Continuation of STFM through upcoming USAID/ other donor funded projects

Lessons learnt & gaps – Speedy Processing of bills

Lessons learnt:

- Revision required in practice and adoption of rules
- Compilation of different billing requirements at one place

Gaps:

- Missing certain types of claims
- Absence of certification from competent forum

Lessons learnt & gaps - SDPT

Lessons learnt

- Saving of time, efforts and resources through use of modern technology
- Improvement in monitoring of development schemes
- Tracking of all categories of schemes at district level

Gaps

- Non coverage of prioritization/ ranking of schemes
- Limited capacity to track duplication of schemes
- No linkage with SAP

Recommendations - Speedy Processing of bills

- Inclusion of Works Department requirements
- Translation in local languages
- Development of Similar check lists for citizens' use
- Development of check lists for internal controls
- Ownership by Local Government Department

Recommendations - SDPT

- Inclusion of Ranking/ prioritization of proposed development schemes
- Recording of initiation process of the schemes
- Progressive/ comparative reporting of monitoring
- Inclusion of realistic indicators for monitoring
- Linkage with NARIM for verification
- Ownership by Local Government Department

Lessons learnt & gaps – Governance Assessment Tool

Lessons learnt:

- Flexibility in adaptation
- Lack of testing

Gaps:

- Irrational scoring/ numeric values
- Selection of indicators
- Customization according to ground realities

Lessons learnt & gaps – Risk Assessment Tool

Lessons learnt

- Better tool for internal control
- Uniformity in assessment

Gaps

- Need to review quality indicators
- Irrational scoring system

Recommendations - Governance Assessment Tool

- Quantify the performance level of departments
- Rationalize the scoring point system
- Sharing of assessment with citizens
- Comparison of the performance of different local governments
- Incentive scheme for better performers
- Ownership by Local Government Department

Recommendations - Risk Assessment Tool

- Sharing of reports with Public for awareness
- Revision of quality indicators
- Usage for evaluation of other sectoral performance
- Quantify the performance level of departments
- Rationalize the scoring point system
- Ownership by Local Government Department

Finance Group

Thank You

Peoples' Primary Health Initiative (PPHI)

- A 3rd Party Evaluation by DTW for Health Department, NWFP
- Assessment done in 10 districts of NWFP, 7 PPHI & 3 non-PPHI districts
- 150 BHUs surveyed (105 PPHI & 45 non-PPHI)
- More than 6000 people interviewed

1

Lessons Learnt

1. First independent 3rd Party Evaluation for gauging results in NWFP
2. PPHI has done improvement in curative services, filling of vacant posts, BHU infrastructure improvement, cleanliness, improved availability of medicines
3. Behavior change of doctors in PPHI districts has improved as compared to non-PPHI districts due to having flexibility of hiring & firing of personnel based on their performance

2

Gaps/Issues

1. PPHI districts have not improved upon the preventive & promotive services as envisioned
2. PPHI have not build capacity of health workers
3. PPHI has not built awareness in the catchment areas of BHUs through Community Support Groups
4. PPHI has greater flexibility in rules and resources which non-PPHI districts do not have. Therefore, performance measurement on selected PHC indicators cannot be judiciously gauged in absence of a cost-benefit analysis of both kinds of districts/BHUs
5. There is a lack of coordination between PPHI & district health department resulting in mistrust & ineffective use of resources

3

Recommendations

1. PPHI should consolidate its work in promotive & preventive services rather than expanding to new program districts

1. 3rd party evaluation of PPHI must be done in other provinces and lessons learnt within the four provinces needs to be disseminated at federal level

2. Future assessment must take into account cost-benefit analysis of PPHI & non-PPHI districts

3. Health is a provincial subject & must be kept in provincial domain to resolve conflicts

5. Joint monthly meetings between provincial stakeholders & all the districts to assess progress of activities

4

Health Procurement -Lessons Learnt

1. Health staff are not properly trained in procurement processes

2. Procurement process needs to be started at earliest to avoid any delay

5

Gaps/Issues

1. Due to lack of knowledge procurement rules are not observed in letter & spirit

2. Roles & responsibilities of various procurement & indent officers are not clear

6

Recommendations

1. Training on procurement processes needs to be mandatory for all DDOs health
2. Capacity building of health staff on procurement to be done right after induction in service
3. Procurement policy/SOPs document must be available at each health facility
4. Refresher trainings need to be supported by civil society & donors
5. Government needs to revisit & revise its procurement rules in light of modern methods of procurement

7

Health Planning - Lessons Learnt

1. For rational planning, identify & analyze one district specific high priority public health problem on basis of HMIS
2. Make an implementable Action Plan for the problem prioritized
3. Monitor results of Action Plan

8

Gaps/Issues

1. No census in Pakistan since 1998
2. Lack of proper data recording & utilization has hampered planning
3. Lack of computer knowhow of health managers in district health department
4. Lack of integration & coordination in planning

9

Recommendations

1. Need for inter-sectoral planning for effective results
2. Political interference needs to be checked to avoid adhocism in planning
3. Government needs to bring flexibility into its planning processes through legislation
4. Capacity building of health managers in project management cycle to be carried out through civil society support
5. Public-private partnership needs to facilitate good governance in health planning

10

USAID FROM THE AMERICAN PEOPLE

Presentation

on

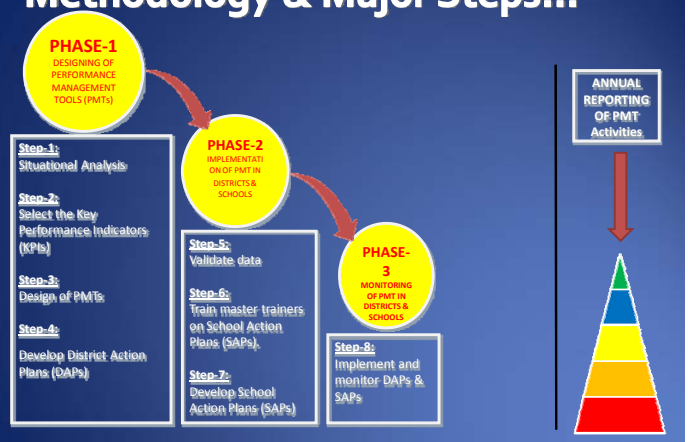
Designing, Implementation and Replication of Performance Management Tools

Education Group

Sequence of Presentation

- Introduction of Tools
- Implementation of Tools
- Lessons Learnt
- Issues and Gaps
- Recommendations

Methodology & Major Steps…



Designing of PMTs

- School Ranking Tool (Tool # 1)
  - To identify about 30 low performing schools
- Strategic Planning Tool(Tool # 2)
  - To identify reasons responsible for low performance of these schools

Designing of PMTs

- School Scorecard Rating Scale (Tool # 3)

USAID FROM THE AMERICAN PEOPLE

Schools Scorecard Rating Scale

DTW-USAID

District: Badin Date: 7-Jan-10

Name of School: Prefix SchoolName EMIS Code: SCHOOLID

Indicator #	Category	Description	Weightage	Ranking Values	Cumulative Weightage
1	School Building	Toilet Functional	0.05	Toilet Functional	0.05
2		Boundary Wall	0.05	Boundary Wall	0.05
3		Electricity	0.15	Electricity Existance	0.15
4	Water	Water Availability	0.15	Water Availability	0.15
5	SMC	SMC Funtional	0.20	SMC Functional	0.20
6	Quality (EMIS)	Student Teacher Ratio	0.20	Student Teacher Ratio	0.20
7		Student Class-room Ratio	0.20	Student Classroom	0.20
Total Weightage			1.00		1.00

Performance Result:
- 1.0-1.9 Poor
- 2.0-2.9 Below Average
- 3.0-3.9 Average
- 4.0-4.9 Good
- 5.0 Excellent

Result: Please select the Ranking Values

Lessons Learnt (1)

- **A number of new Concepts, terminologies, methodology, tools, and formulae's learned, applied and practiced,** first time
- **Identification** of **not only problems,** but a **systematic approach** to address them
- **Identification** of **Low Performing schools** of a district, based on Key Performance Indicators