



DTW Experience Sharing Workshop Lahore

02-03 February, 2010

DTW Supported Districts

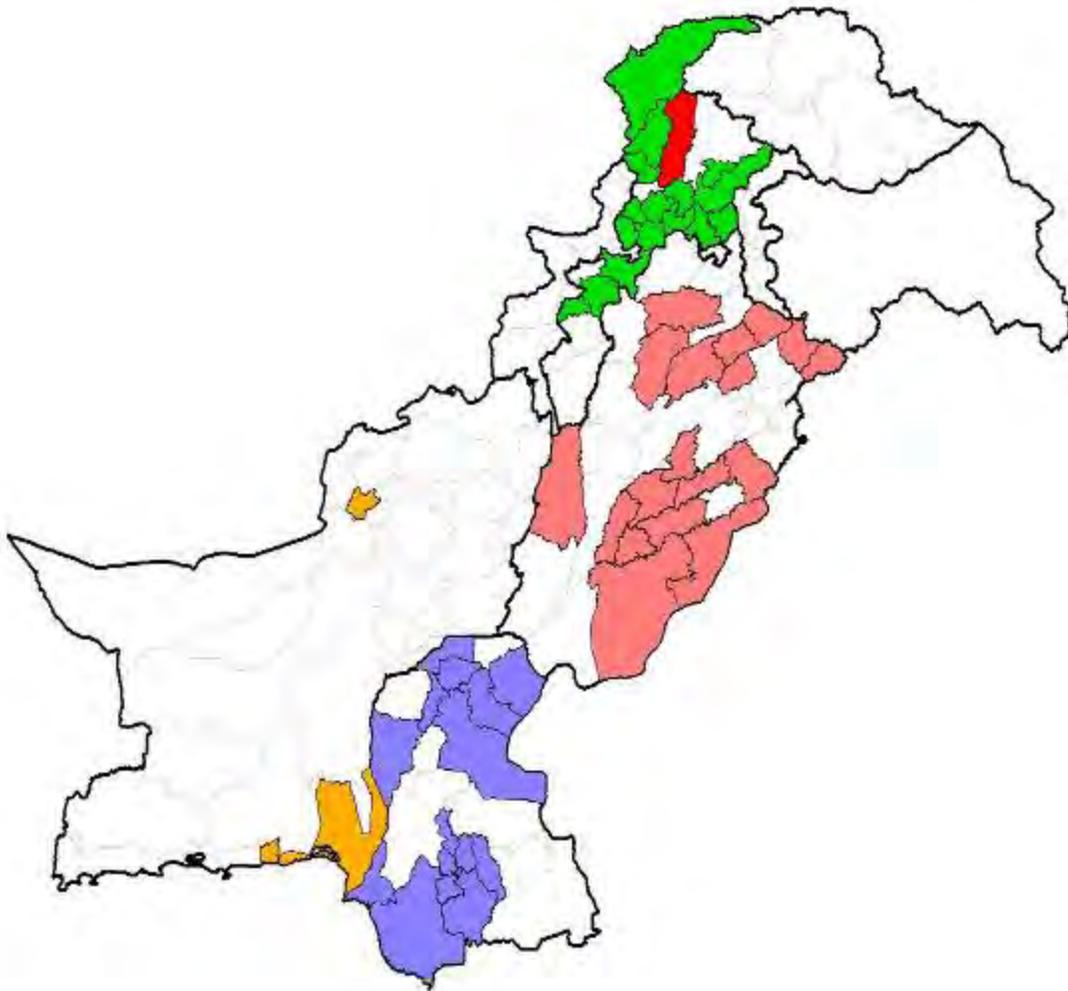


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Background:

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 Lahore Conference - Objectives:

The two day experience sharing workshop was held at Pearl Continental in Lahore on 2-3 February, 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 141 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. Rizwan Mahboob, Additional Secretary Local Government and Community Development Department of Punjab and the Chief Guest on the second day was Mr. Dost Muhammad Khosa, Minister for Local Government and Community Development Department. However, due to busy schedule at the Provincial Assembly, Mr. Ijaz Mahmood Marvi, Member Local Government Commission represented the honorable Minister for Local Government. The list of participants is attached as **Annex B**.

5. The Welcome Address:

The welcome address was given by Mr. Paul Lundberg, Chief of Party, DTW project. Paul's presentation set the strategic direction for the workshop by providing an overview of how a decentralization and governance project like DTW has implemented its vision through the use of technical tools, where were the core sphere of operations, funding arrangements and major program highlights & achievements. 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 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. Rizwan Mahboob Additional Secretary Local Government and Community Development Department of Punjab. He thanked DTW for inviting him to the experience sharing workshop and shared his experience of having participated in DTW events. He hailed the DTW efforts of building capacity of local governments and in engaging citizens and government officials in local government budget processes for efficient delivery of 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 NARIMS database in baseline information, informed governance, planning and development and post conflict reconstruction. The total number of records updated is 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. The gist of presentation is attached at **Annex E**.

Assessment of Effective Local Governance:

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 two tools. NARIMS tool concentrates on tracking of public resources at local level and helps in planning and management at a broader level whereas the Governance tool tracks the compliance actions to be undertaken based on existing laws. Together the two tools compliment each other by tracking the deployment of resources and planning and then focuses on the results that should have been achieved as a result of this

deployment. Participants of the workshop appreciated the two tools presented by DTW project, however, following were their observations:

- DTW should focus on institutionalization of these tools
- Governance Assessment tool should focus more on TMAs rather than District Governments since they are the relevant tier of government responsible for service delivery at local level
- Donors need to assist the local and provincial governments in implementation of NARIMS tool since there is dire shortage of resources and capacity at both levels
- The ownership of these tools still remains a critical issue for successful implementation. DTW should focus on building partnerships and linkages for ownership of tools
- 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	Mr. Mahmood Masood Tamanna, TMO Sahiwal
DDO Guidebook	Adnan Sher	Mr. Zahiruddin Babar, DO Planning Mandi Bahauddin
Speedy Processing of Bills	Adnan Sher	Mr. Mahmood Masood Tamanna, TMO Sahiwal
Financial Risk Assessment	Adnan Sher	
System for District Development Planning and Tracking (SDDPT)	Inam Khan	Saima Ghafoor

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. Mohammad Arif Shahzad, AO Narowal
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. Abjad Toor, Program Director DHDC Sialkot
District Health Planning	Taimur Khan	Dr. Qazi Naeem, EPI Coordinator Kohat

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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. Mahmood Masood Tamanna, and that of Health & Education in Service Delivery section were given by Mr. Muhammad Arif Shahzad, AO Narowal and Dr. Talat Iqbal EDO Health Sialkot 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 opined that as there was no formal mechanism 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:

- Kerry Lugar Bill provides an opportunity for improvement of governance in service delivery
- Ironically, the subject of public policy was first introduced in 1960 by USAID, but very little work has been done since then in this regard
- DCO office needs to be the focal point for coordinating all donor projects within a district to effectively utilize resources and avoid duplication of efforts
- It is imperative that an endowment fund be given as seed money to the Think Tank as a grant either by government or another donor to support setting up of the think tank
- The idea of a Think Tank is imperative for coordination & networking and for giving technical backstopping to issues of governance in the province, however, the Think Tank should also include selected political representatives so that the political parties are kept informed about local government reforms through this forum
- The Punjab Economic Research Institute (PERI) needs to be revived as a think tank. In this regard, Mr. Saeed Shafqat of PERI offered his Institute's space for the purposes of Think Tank's secretariat
- DTW has done good work but its phasing-out at this critical juncture within the current local government scenario is premature and the project needs to be continued
- The DTW tools were overall praised but the challenge of its sustainability was voiced by participants and it was recommended that they be continued in other projects

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:

Summary recommendations – Service Delivery Group

- Third Party Evaluation of PPHI in Punjab Province may also be carried out following the methodology pioneered by NWFP
- Implementation and monitoring mechanism of PMTs should be notified by Education Department and replicate in all the districts of Punjab Province.
- Commitment of the Provincial Govt. to address the implementation issues like no transfer of the govt. officers for the project duration and Release of funds to the target schools

Summary recommendations – Governance & Finance

- STFM may be replicated in all remaining TMAs and SDPT in all remaining districts
- STFM and SDDPT may be up-scaled to link with SAP.
- Risk Assessment Study may be replicated in other districts and reports may be shared with Public
- TMA focused DDO guide book may also be developed.
- Check list for other claims/bills (works & services) may also be included in speedy processing of bills.
- DDO Guide Book and Speedy processing of bills check list may be translated in local languages

- Governance assessment tool for other tiers of Local Governments may also be developed and results be shared with the public.
- All DTW tools may be handed over to Provincial Government for effective, standardized and uniform implementation.
- USAID may provide support for Third Party Evaluation of PPHI and non-PPHI BHUs

Summary recommendations for donor interventions

- Donors/USAID support for Primary Education in the areas of new educational facilities & teachers
- Continuation of DTW efforts especially STFM and SDPT through upcoming USAID/donor projects
- New governance projects are needed to cater for the changing scenario of local government system in Pakistan
- Donor assistance for development of an integrated Financial Management system for all tiers of local government
- Capacity building of Local Government officials in Planning, Program Management, Financial Management, Service delivery and Public dealing.

14. Response of Chief Guest:

The Chief Guest Mr. Ijaz Mahmood Maharvi thanked DTW for inviting him to the workshop and said that the Minister for Local Government Punjab who was invited to this workshop was summoned by Chief Minister to attend the Punjab Assembly session and so he was representing him at the workshop. Mr. Maharvi opined that there were misperceptions that Punjab province was against the spirit of local governance and that it will close the local government department in the province. However, he said that in reality it was the opposite as the Punjab government has invited lawyers and NGOs to give suggestions for improvement in local government system in the past which demonstrates that we are flexible to change and also welcome new recommendations as well. He expected that DTW will work in future as well. Finally, Mr. Maharvi said that he will share all recommendations with Minister for Local Government.

ANNEX-B

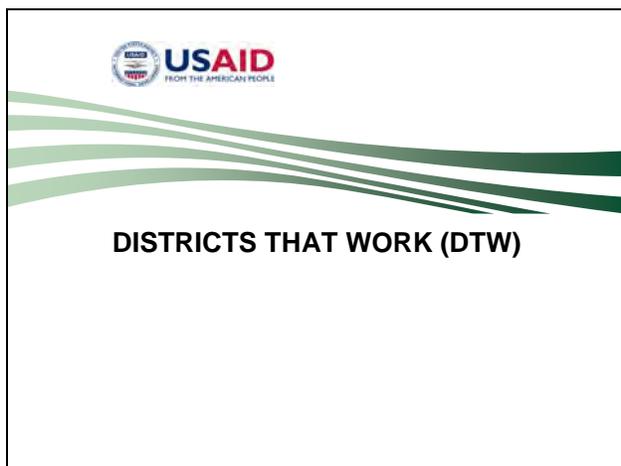
S#	Name	Department/ Organization	District
Finance Department			
1	Fakhar Cheema	Additional Secretary Finance /LGF	Lahore
2	Ch. Ilyas	Deputy Secretary LG	Lahore
3	Rab Nawaz (R)	Director Local Fund Audit	Lahore
4	Amir Saeed	Divisional Director Local Fund Audit	Gujranwala
Health Department			
5	Anwar Ahmed khan	Secretary or his rep	Punjab
6	Dr. Mushtaq Ahmad	Additional Secretary (Technical)	Punjab
7	Khalid Sleem	Additional Secretary (Dev)	Punjab
Education Department			
8	Ahad Cheema	Secretary or his rep	Punjab
9	Sh Muhammad Ilyas	Special Secretary (Schools)	Punjab
10	Azhar Ahmad	Additional Secretary (Planning)	Punjab
11	Ghulm Mu -e- din	Representative of Punjab Education Sector Reform Program	Punjab
Local Government			
12	Syed Rizwan Mehboob	Additional Secretary	Punjab
13	Mr. Azhar Dewan	ADLG	Lahore
P&D			
14	M. Masood Akhtar	P&D	Lahore
15	Ms. Bushra Yaseen	P&D	Lahore
Auditor General			
16	Muhammad Arshad Baig	Deputy Director Audit	Lahore
Accountant General			
17	Mr. Jamil Bhattit	AG Punjab	Lahore
18	Dr. Luqman Masood	DAG	Lahore
19	Ms. Rukhsana Rafique	DAG	Lahore
20	Ms. Sadia Saleem	DAG	Lahore
21	Mr. Moeed Ali	Director	Lahore
22	Mr. Qamar Riaz	Deputy Director	Lahore
LG Commission			
23	Mr. Ijaz Mahmood Maharvi	Member or his rep	Punjab
Provincial Election Commission			
24	Mr. Ayaz Muhammad Baig	Provincial Election Commissioner	Punjab
25	Mr. Masood Anwar	PO-PMER	Lahore

26	Mr. Zulfiqar Malik	Section Officer	Lahore
27	Mr. Nasir Javed	P-DIR	Lahore
Commisioners			
28	Malik Hussain	D.G.Khan	D.G Khan
29	Capt ® Hashim	Gujranwala	Gujranwala
DCO Partner Districts			
30	Waqas Ali Mahood	DCO	Narowal
31	Qazi Muhammad Ashfaq	DCO	khanewal
32	Mr. Waqas Ali Mahmood	DCO	Narowal
33	Ghulam Farid	DCO	Lodhran
34	Hafiz Mahammad Ilyas	DCO	M.B.Din
35	Malik Hasan	DCO rep	Chakwal
DCO Non-Partner Districts			
36	Mr. Waqas Ali Sahoo	DCO	Narowal
37	Mr.Sajjad Ahmad Bhutta	DCO	Lahore
38	Mr. Iftikhar Ali Sahoo	DCO	D.G Khan
39	M. Hamza wattoo	DOCO	Bahawalnagar
EDO (Education) Partner districts			
40	Malik Ashan	AD	Chakwal
41	Khalid Majeed	Education Specialist	
EDO (Education) Non-partner districts			
42	Shahiada sohial	EDO Education	Kasur
43	Mr. Muktar	EDO Education	Jhulam
EDO (Health) Partner Districts			
44	Muhammad Arif Shahzad	AEO	Narowal
45	Dr. Talat Iqbal	EDO (Health)	Sialkot
46	Dr. Masood Iqbal	EDO (Health)	T.T.Singh
47	Dr. Ghulam Mohyuddin	DO (Health)	Vehari
48	Dr. Muhammad Ashraf Javed	EDO (Health)	Sargodha
EDO (Health) Non-Partner Districts			
49	Dr. Imtiaz Rana	Program Director DHDC	Vehari
50	Dr. Irshad	EDO Health	Okara
51	Dr. Nasiar Cheema	EDO Health	Gujranwala
52	Dr.M.Aslam Randhawa	EDO Health	Kasur
53	Dr. Sultan M Khan	EDO Health	Attock
EDO (F&P) Partner Districts			
54	Mr.Qazi Khalid Mahmood	EDO F&P	Hafizabad
55	Mr. Shahid Khurshid Kanwar	EDO F& P	M.B.Din
EDO (F&P) Non-Partner Districts			

56	Malik Shahzad	EDO F&P	Okara
57	Ms. Saima Ghafoor	DO (P)	Gujrat
58	Mr. Amin Iqbal Shaikh	EDO F&P	Faisalabad
Partner TMA			
59	Mr. Mahmood Tamanna	TMO	Sahiwal
60	Mr.Syed Jamil Shah	TMO	Gujrat
61	Mr. Shahid Iqbal	TMO	Vehari
62	Syed Ali Hassan	TMO	khanewal
63	Mr. Ahsanullah	TMO	Hafizabad
64	Mr. Junaid Ahmad	TO (F)	Sialkot
65	Mian Ashiq Hussain	TO (Finance)	khanewal
66	Mr. Rizwan Agha	TO (F)	Mandi Bahauddin
67	Mr. Bashir Bhatti	TO (I&S)	Hafizabad
68	Mr.Asad Majeed	TO (I&S)	Lodhran
69	Mr. Malik Manzoor Ahmad	TO (I&S)	Vehari
Non-Partner TMA			
70	Muhammad Khalid Javed	TO (I&S)	Faisalabad
71	Muhammad Zubair	TMO	Layyah
72	Ahmad Khan Wotto	TMO	D.G Khan
73	Sardar Naseer Ahmad	TMO	Faisalabad
74	Mr.Riffat A.Passha	TMO	Jampur
75	Razi Rafiq Ahmad	TO (F)	Faisalabad
76	Ch. Wali Muhammad	TMO	Mailsi Vehari
77	mr. Zafarullah	TMO (I&J)	Faisalabad
78	Mr. Fida Iftikhar	TMO	Okara
79	Mr. Tariq Mahmood Ch.	TO (Finance)	Jhulem
80	Mr. Saleem Khan	TO (Finance)	Faisalabad
81	Mr. Rafique Ahmad	TO (Finance)	Faisalabad
82	Muhmmad Akthar	TO (Finance)	Pakpattan
83	Mr. Saeed Anwar	TMO	Faisalabad
84	Mr. Muhammad Ashraf	TO (I&S)	Okara
Donor Agencies			
85	Mr. Todd Sorenson	Deputy DG Governance Unit, USAID	Islamabad
86	Mr. Saeed Siddiqui	Governance Specialist, USAID	Islamabad
87	Mr.Waseem Ashraf	Coordinator One UN	Lahore
88	Mr. Hussain Bhatti	JE Association INC	
89	Fahad Shabbir	IT Manager	Islamabad
90	Dr. Nasir Javed	The Urban Unit	Lahore
91	Ms. Shabnam Najaf	The Urban Unit	Lahore
92	Ms. Arifa Mukhtar	Careinternational	Islamabad

CIVIL SOCIETY ORGANIZATIONS			
93	Zubair Khara	SHER	Lahore
94	Jamshaid Younus	Program Officer	Lahore
95	Noor M. Khan	Research Fellow, IMS	Peshawar
96	Dr. Alia Noor	Coordinator, IMS	Peshawar
97	Mumtaz Mughal	Aurat Foundation	Multan
98	Ms.Huma Zulquhar	Idara Taleem o Aghai	Lahore
99	Tanveer Hussain	WWF	Lahore
100	Mr . Jam Asif	Institute for Peace of Human Development	Multan
101	Mr. Adnan Shah	Technical Consultant GINI	Islamabad
102	Hakeem Muhammad Asif	Labor form NGO	Lodhran
103	Haider Ali	NGO	Lahore
104	Mushtaq Ahmad	NGO	Multan
105	Shaid Rasool	NGO	Multan
106	Dr. Tayyaba Noreen	Chairperson PAIMAN	Lahore
107	Zafar Malik	Aagha foundation	Lahore
108	Reza Ali	Reza Ali Development Consultants	Lahore
109	Mr. Nazir Ghazi	Godh	Lahore
110	Mr. Hanif Rama		Lahore
111	Mr. Zahir Mahmood Siddiqui	Daily Dawn	Lahore
112	Mr. Jawad Rizwi	The News	Lahore
113	Mr. Ismatullah Shah	Lecturer	Bahawalpur
114	Mr. Saleem	Pakistan Observer	Lahore
115	Mr. Mohammad latif Meher	Resource Person	Lahore
116	Mr. Abid Saeed	CEO, PRSP	Lahore
117	Mr. Khurram Malik	Rawalipindi	Lahore
118	Dr. Attiya Inayatullah	FPAP	Lahore
119	Mr. Naeem Sadiq	NGO	Lahore
120	Raheem-ul-Haq	Research Fellow, CPPG	Lahore
121	Syeda Shaheen	Urban Planning	Lahore
122	Ms. Nabila Malik	Director FPAP	Lahore
123	Ms. Shaheen Kausar	NGO	Lahore
124	Ms. Nasreen Zahra	Director	Lahore
125	Ms. Farzana Kasur	Director	Islamabad
126	Mr. Fawad Saeed	GIS Specialist	Islamabad
DTW Representatives			
127	Mr. Paul Lundberg	COP	Islamabad
128	Mr. Adnan Sher	STA	Islamabad
129	Mr. Tariq Sohail	Director	Islamabad
130	Mr. Taimur Khan	Director	Islamabad
131	Ms. Rukhsana Sadiq	Director	Islamabad

132	Mr. Inam Khan	PMS	Islamabad
133	Ms. Tania Khan	Specialist	Islamabad
134	Mr. Zaman Wattoo	Consultant	Islamabad
135	Mr. Shadman Aziz	Consultant	Islamabad
136	Mr. Nazar Naqvi	Consultant	Islamabad
137	Ms. Asma Ikhtiar	Consultant	Islamabad
138	Ms. Farhana Mazhar	Consultant	Lahore
139	Mr. Ghulam Mustafa	Consultant	Lahore
140	Mr. Farooq Kundi	Consultant	Lahore
141	Mr. Basharat	Consultant	Islamabad



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



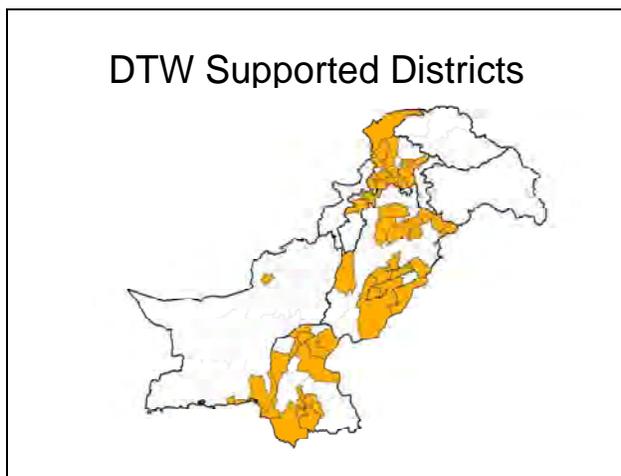
DTW Project - An Overview

- **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**



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

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





Be Included, Not Excluded



DISTRICTS THAT WORK (DTW) Project
Experience Sharing Conference
Lahore 2nd & 3rd February , 2010
An Overview

1

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




4

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




2



THANK YOU



5

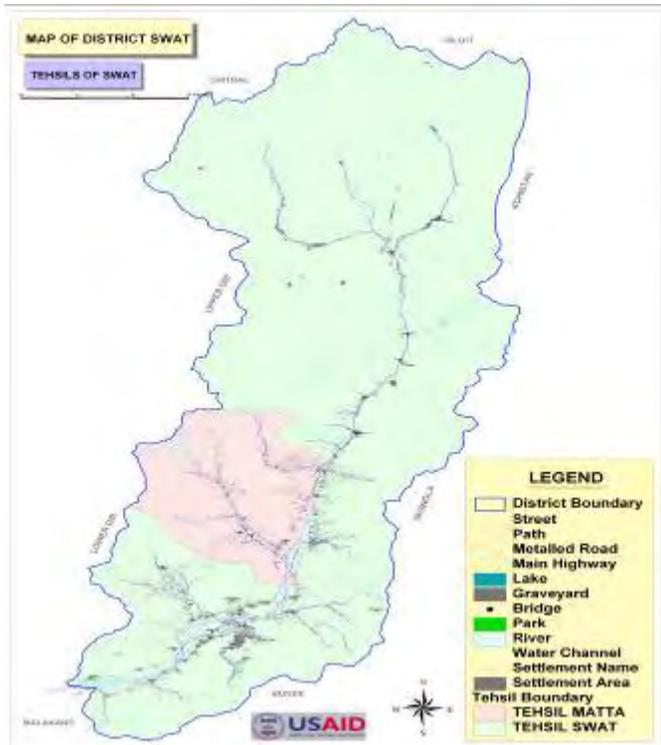
Why it is happening now...what's your role

- 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

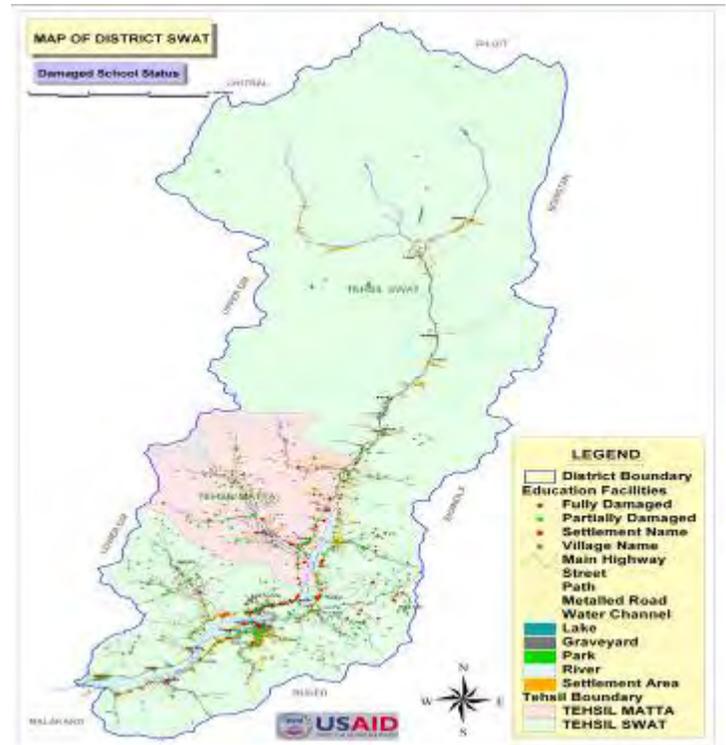



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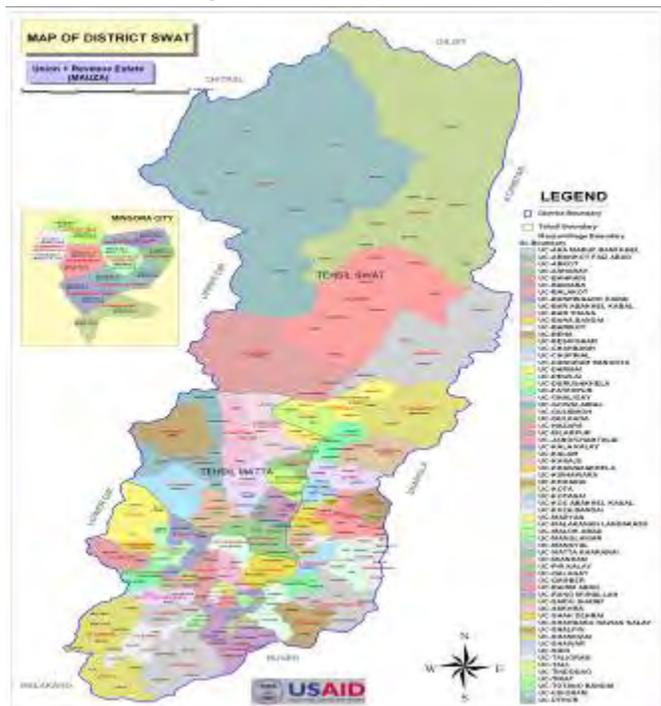
Tehsil Projection



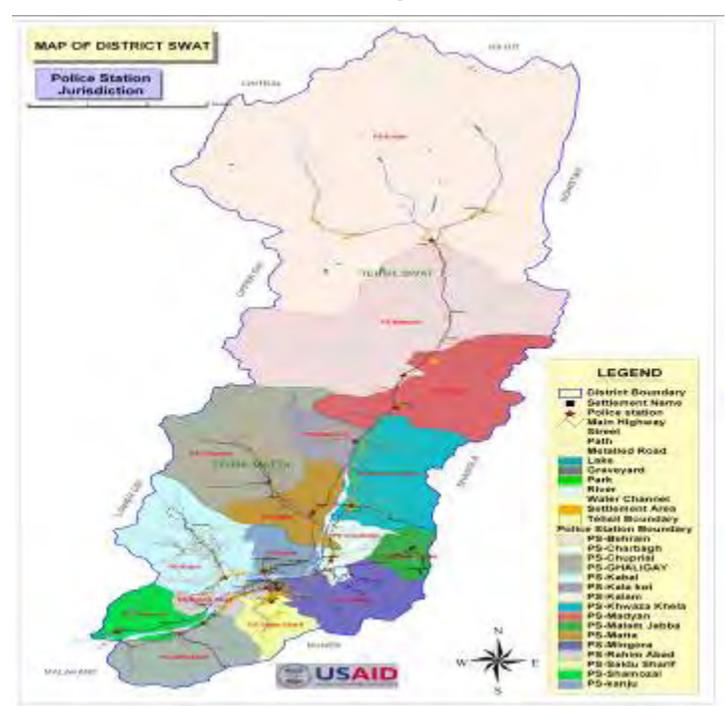
Damaged Schools Projection



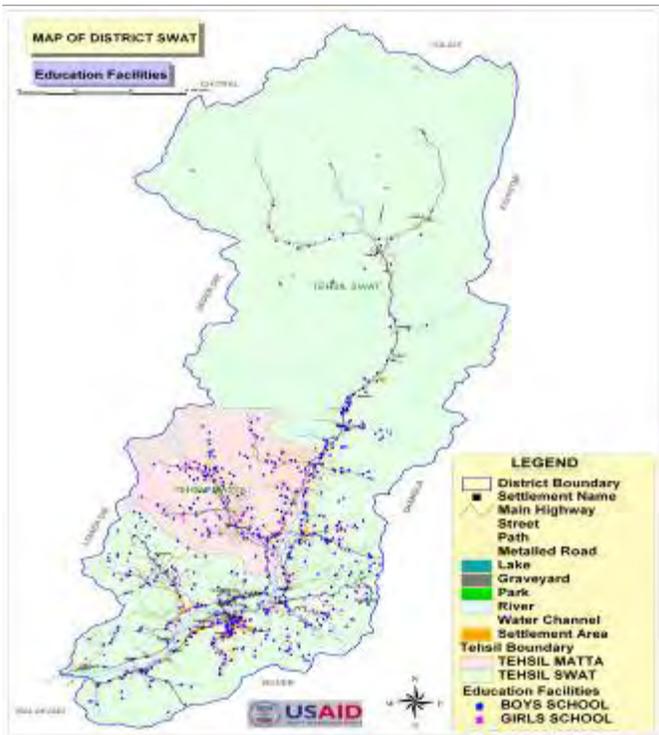
Union Projection



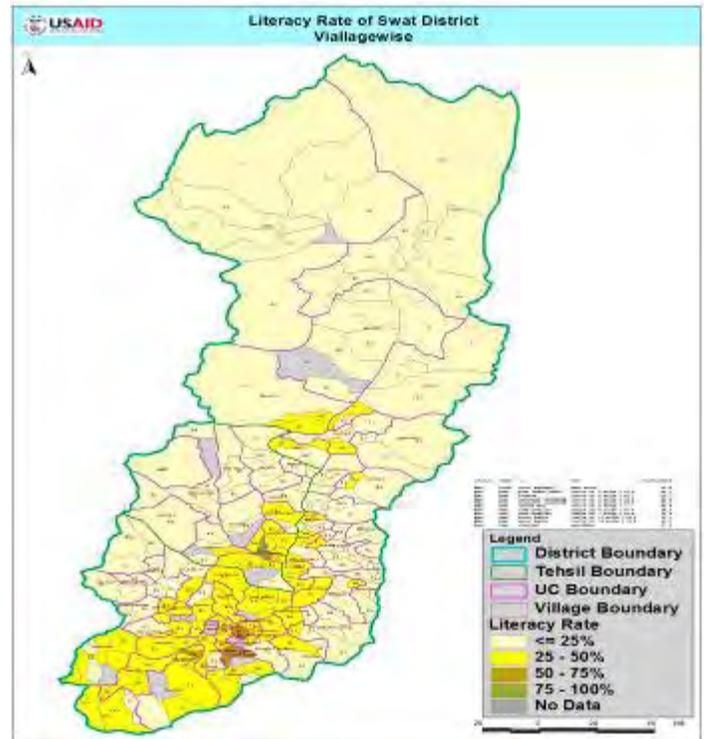
Police Station Jurisdiction Projection



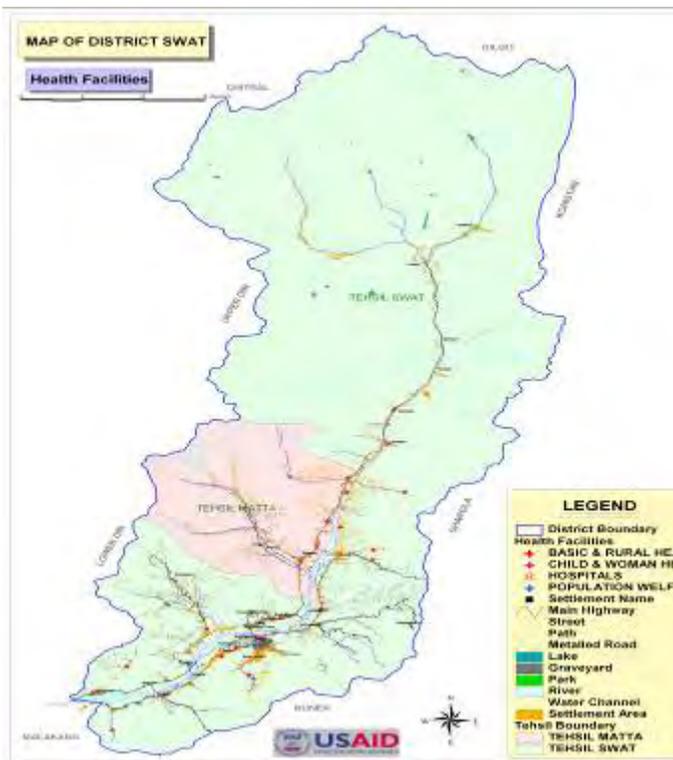
Education Facilities Projection



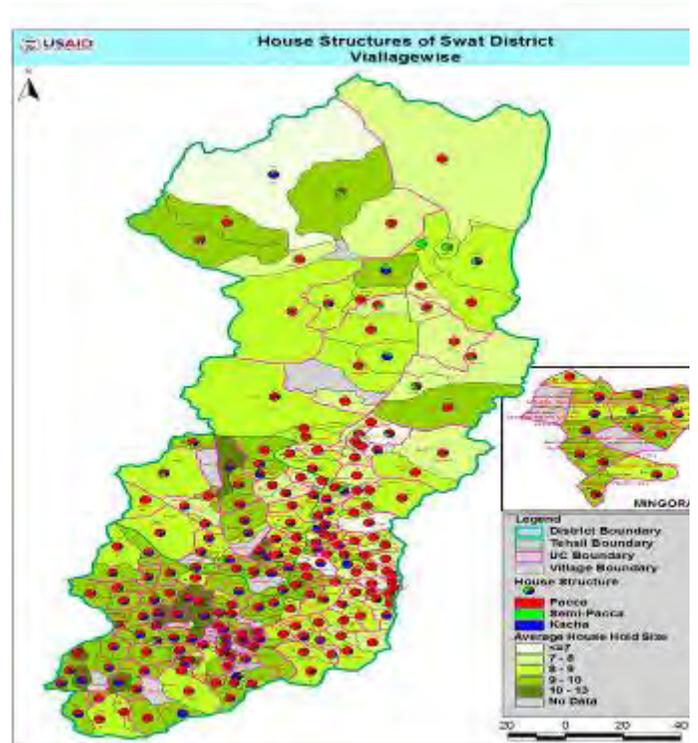
Literacy Rate (NARIMS + Census)



Health Facilities Projection



House Structures (NARIMS + Census)



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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
FROM THE AMERICAN PEOPLE

4

Before we step further.....

- Some points to ponder....on local governance
[Clip from Bhera Bhalwal.wmv](#)

Indicator Led Governance Assessment
For Local Governments in Pakistan
When Only the Ends are Visible

2

USAID
FROM THE AMERICAN PEOPLE

What is the tool.... Simple assessment of the strategic areas in a local government

8 Strategic Areas

21 Outcomes

105 Indicators

Indicator Led Governance Assessment
For Local Governments in Pakistan
When Only the Ends are Visible

3

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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



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 indicators
 - 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



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



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:

Above 75%	• 1.0
Between 75% - 25%	• 0.5
Below 25%	• 0



8

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

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.



9

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

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

Methodology



14

Piloting the Governance tool at Narowal

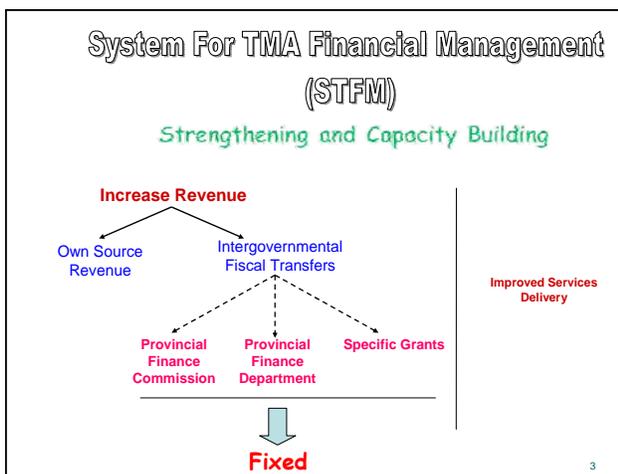
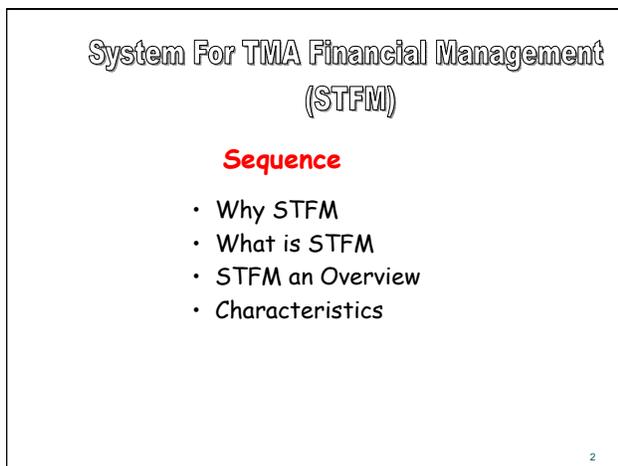
- The tool was piloted at Narowal
- The results could not be shared with the Narowal District Government due to expected changes in the Local Government set up

15

THANK YOU



ANNEX-G (FINANCE GROUP PRESENTATIONS)



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.

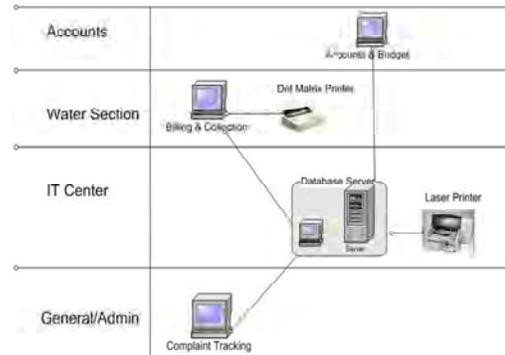


Revenue Collection

- 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

2. Hardware - STFM Network Layout



10

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)

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)

STFM Modules Defined



Complaint Tracking

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

9

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

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

System For TMA Financial Management (STFM)

Implementation Process

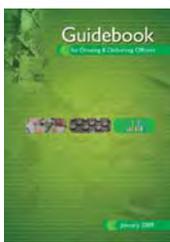
- » Initial Visits
- » Hardware and Networking
- » Training
- » Data Entry
- » Operationalization Visits
- » Technical Support
- » Follow up

14

Thank you

16


DISTRICTS THAT WORK (DTW) Project
DDO Guidebook
 For
DDOs working in District Governments
 of
Punjab



1

Methodology and Time Frame

STEP 1

- 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 2

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

STEP 3

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



3

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 up-dated
- DDOs of various partner districts raised their demands to provided a “Guide Book” for their facilitation



2

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

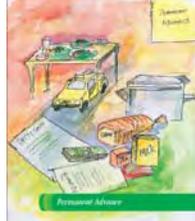
- Roles and responsibilities of DDOs
- Budget
- Receipt and payment of public money
- Contracts, Procurement and Stock Taking
- Sanctioning of expenditure
- Permanent Advance
- Establishment
- Joining Time
- Preparation and submission of claims
- Travelling Allowance
- Fixation of pay and service verification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





DISTRICTS THAT WORK (DTW) Project

A

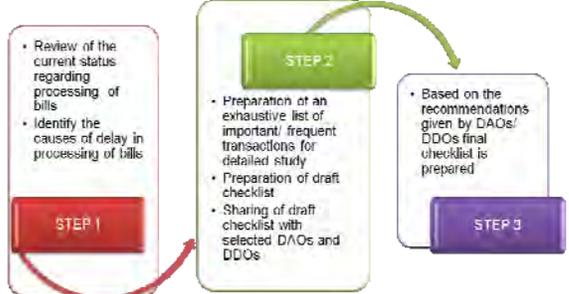
Checklist for Speedy Processing of Bills

in

selected DTW partner districts

Saturday, February 06, 2010 1

Methodology and Time Frame



```

graph TD
    S1[STEP 1] --> S2[STEP 2]
    S2 --> S3[STEP 3]
  
```

- STEP 1**
 - Review of the current status regarding processing of bills
 - Identify the causes of delay in processing of bills
- STEP 2**
 - Preparation of an exhaustive list of important/ frequent transactions for detailed study
 - Preparation of draft checklist
 - Sharing of draft checklist with selected DAOs and DDOs
- STEP 3**
 - Based on the recommendations given by DAOs/ DDOs final checklist is prepared

Saturday, February 06, 2010 3

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

Saturday, February 06, 2010 2

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

Saturday, February 06, 2010 4

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

Saturday, February 06, 2010 5

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

Saturday, February 06, 2010 6

THANK YOU

Saturday, February 06, 2010



7



DISTRICTS THAT WORK (DTW) Project

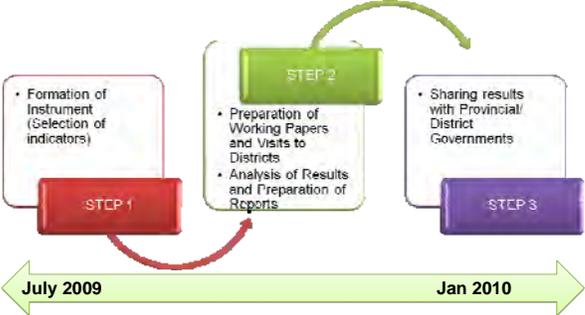
Financial Risk Assessments

of

selected DTW partner districts

Saturday, February 06, 2010 1

Methodology and Time Frame



• Formation of Instrument (Selection of indicators)

STEP 1

STEP 2

• Preparation of Working Papers and Visits to Districts
• Analysis of Results and Preparation of Reports

STEP 3

• Sharing results with Provincial/District Governments

July 2009 Jan 2010

Saturday, February 06, 2010 4

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)



Saturday, February 06, 2010 2

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

Saturday, February 06, 2010 5

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

Saturday, February 06, 2010 3

Public Financial Management (PFM Cycle) – District Government



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



Saturday, February 06, 2010 6

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

Saturday, February 06, 2010



7

Scoring Matrix

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

Saturday, February 06, 2010



10

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

Saturday, February 06, 2010



8

Districts Covered

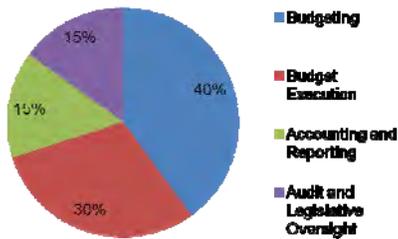
NWFP	<ul style="list-style-type: none"> • Mardan • Mansehra
Sindh	<ul style="list-style-type: none"> • Sukkur • Matiari
Punjab	<ul style="list-style-type: none"> • Khushab • Mandi Bahauddin • Vehari

Saturday, February 06, 2010



11

Weightages of strategic areas



Saturday, February 06, 2010

9

THANK YOU

Saturday, February 06, 2010



12



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

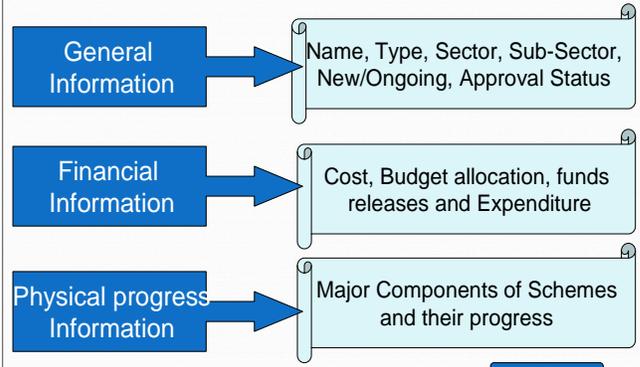
- a) compilation of **ADP**
- b) monitoring of development schemes

FOR

- a) efficient and effective schemes implementation & resources utilization
- b) improved public service delivery



SYSTEM INPUTS



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	<input type="radio"/> New	<input type="radio"/> Urban	<input type="radio"/> ADP <input type="radio"/> CCB <input type="radio"/> Tied
Grant #		Scheme #	<input type="radio"/> On-Going	<input type="radio"/> Rural	
Scheme Name					
Major Sector		Sector		Sub Sector	
Province		District		Teshil	
Union Council		NA Constituency		PA Constituency	
Scheme Status	<input type="radio"/> Approved <input type="radio"/> Un-Approved			Scheme Progress	
Admin Approval	<input type="radio"/> Yes <input type="radio"/> No	Admin Approval Date		Scheme Cost Type	<input type="radio"/> Millions <input type="radio"/> Rs. <input type="radio"/> 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 <input type="radio"/> Yes <input type="radio"/> 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

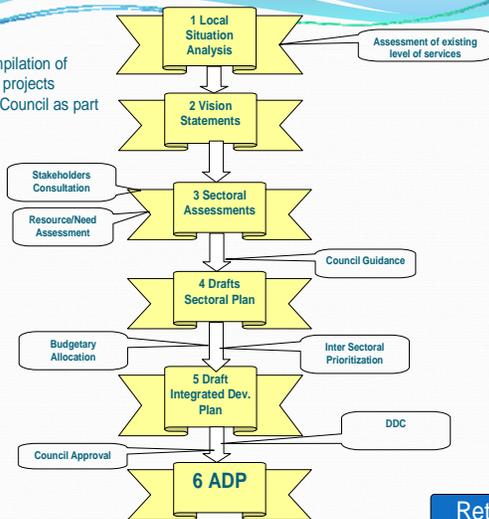
• **H. General Recommendations if any**

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)



Districts That Work (DTW) Project

Introduced

Performance Management System for School Improvement

first time in Pakistan...

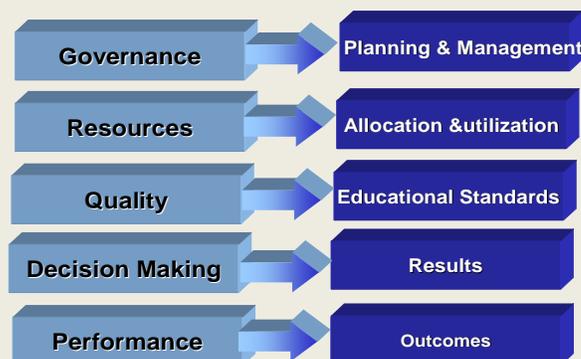
Rationale

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

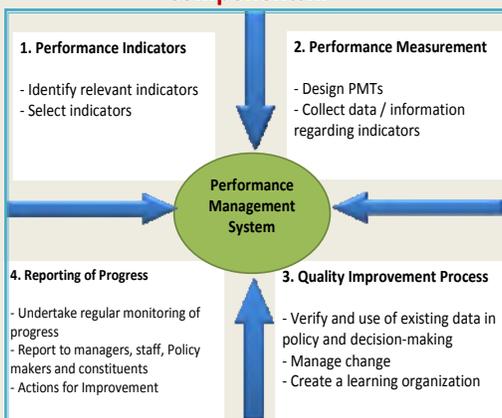
...performance management tries to develop skills of people to achieve their targets

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

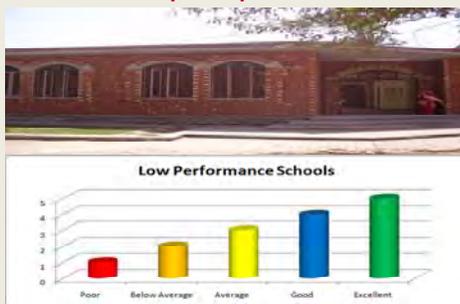
Indicators



Key Performance Indicators (KPIs)

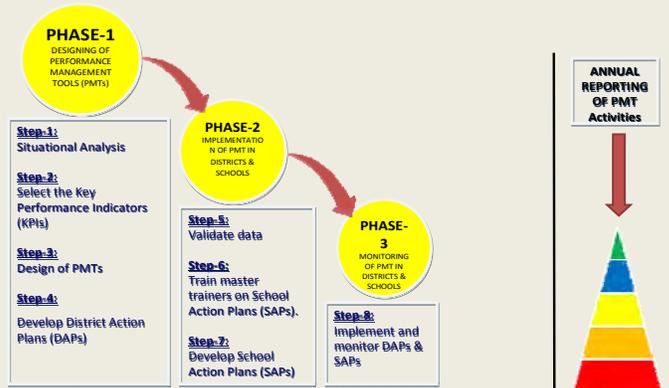
- **Promotion rate:** is the proportion of pupils who have successfully completed a grade and proceeded to the next grade the following year.
- **Repetition rate:** the proportion of pupils who repeat a grade once or twice.
- **Drop-out rate:** the proportion of pupils who leave the system without completing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

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



5. Repetition Rates (RR) by Grade in Primary Education
 6. Survival Rate to Grade 5
 7. Transition rate (TR) to Secondary Education
 8. Drop Out Rate
 9. Percentage of Trained Teachers
 10. Pupil-Teacher Ratio at Primary Education
 11. Public Expenditure on Primary Education / Total Public Expenditure on Education
 12. Gender Parity Index for GER and LER in Primary and Secondary Education.
 13. Promotion rate by grade in primary and secondary education
 14. Gender Parity Index for Survival Rate to Grade 5
 15. Gender Parity Index for Transition rate (TR) to Secondary Education
 16. Percentage of FEMALE enrolment in Primary 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)...

Methodology & Major Steps...

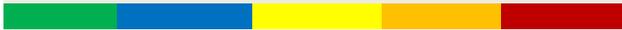


About PMT Tool # 1 "Performance Ranking Tool"

- ...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



Data Capturing Query over selected KPI are used

INDICATOR REPORT FOR THE DISTRICT Gujrat

Sr. No	EMIS Code	School Name	Repetition Rate
1	34210475	GPS BARSIA KHURD	80.00
2	34210223	GPS WARICHAN WALA	60.42
3	34210875	GPS MOHLA	47.37
4	34210875	GPS MOHLA	45.31
5	34210875	GPS MOHLA	42.48
6	34210875	GPS MOHLA	39.81
7	34210875	GPS MOHLA	37.50
8	34210875	GPS MOHLA	34.15
9	34210875	GPS MOHLA	34.12
10	34210875	GPS MOHLA	31.33
11	34210875	GPS MOHLA	31.11
12	34210875	GPS MOHLA	30.36
13	34210875	GPS MOHLA	30.30
14	34210875	GPS MOHLA	29.29
15	34210875	GPS MOHLA	29.27
16	34210875	GPS MOHLA	29.06
17	34210875	GPS MOHLA	28.13
18	34210875	GPS MOHLA	28.00
19	34210875	GPS MOHLA	27.54
20	34210875	GPS MOHLA	26.88
21	34210875	GPS MOHLA	26.42
22	34210875	GPS MOHLA	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



About PMT Tool # 2

"Performance Planning Tool"

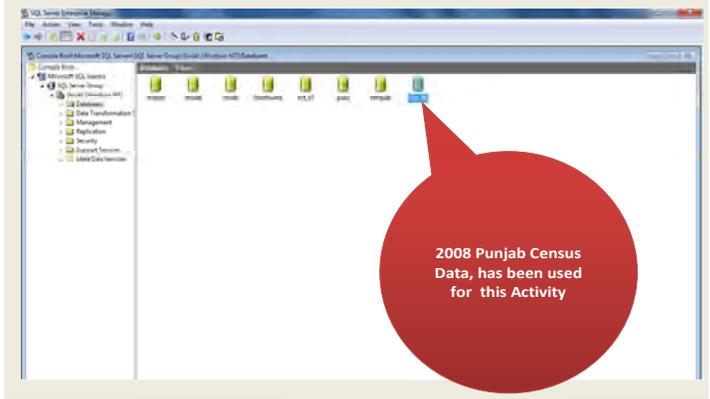
...Identification of major issues and problems in selected low performing schools

...Analysis of issues and problems

...Actions for improvement



PMIU EMIS data is used for this Tool # 01



2008 Punjab Census Data, has been used for this Activity



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)



After PMT Tool # 2

"Development of District Action Plans"

Responsibilities & Sources are defined to achieve their targets

District Action Plan
(1st March, 2009)

Shahmudh Muzib Shah
4478822-DR-453-332584
Designation: EDO (EdU)
Signature: [Signature]
District: Gujrat

Date Issued: 28/03/09
Revision: (March, 2009)
Target Date: (1st March 2010)

Activity / Action to Achieve the Output	Responsible	Resources Required	Source of Funding	Collaboration w/ Stakeholders	Start Date	Completion Date	Remarks
1. Training	Building Dept	April 2009	April 2009	
2. EC Infrastructure	SHUGR Edu Dept	April 2009	May 15, 2009	
3. EBC/CA	SD/DCO	May 16, 2009	May 30, 2009	
4. Work Allocation	Building Dept	June 2009	JUNE 2009	
5. Completion of projects	Building Dept	March 2010		

Output 2: Provision of furniture(10) Requisition of SACs(3)

DAP were designed with some specific targets

TARGET TIME LINE are defined for their monitoring



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

INDICATOR REPORT FOR THE DISTRICT Gujrat

EMIS Code	School Name	Repetition Rate	Missing Facilities		Furniture		SC	Enrollment	Classroom	Teacher	Ratios					
			Drinking Water	Electricity	Student Furniture	Teacher Furniture					Student Teacher Ratio	Classroom Student Ratio				
34210475	GPS BARSAN KHURD	61	Available	Available	Yes	2	Yes	No	3	5	55	3	4	14	26	18.667
34210223	GPS VARICHAN WALA	61	Available	Available	Yes	2	Yes	No	3	5	55	3	4	14	26	18.667
34210943	EMIS MOHLA	61	Available	Available	Yes	2	Yes	No	3	5	55	3	4	14	26	18.667
34210626	GPS...	61	Available	Available	Yes	2	Yes	No	3	5	55	3	4	14	26	18.667

In Tool#02
With the use of SEMIS data, data over selected reasons for Selected Low Performing Schools are reported

This Low Performing Schools Data will now be used for the Development of District / School Action Plans

There are four main columns in this Tool...

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 Classroom Ratio	0.25	Classroom Student Ratio	0.25
9		Student Toilet Ratio	0.15	Toilet 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

First is list of indicators

Second is Weightage allotted to each indicator

Third is ranking values (actual status) of these indicators

Forth is the Cumulative Weightage

About PMT Tool # 3

"School Scorecard Rating Scale"

**Schools Scorecard Rating Scale
DTW-USAID**

Name of School: _____ Date: 2-Feb-10
 School Name: _____ EMIS Code: _____
 School 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 Toilet Ratio	0.15	Toilet 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

"Development of School Action Plans"

Achieving Excellence In Quality Education

SCHOOL ACTION PLAN (SAP)

EMIS Code: _____

School: _____

Union Council: _____

Tehsil: _____

District: _____

SCHOOL ACTION PLAN

USAID DTW

Then...

Schools Scorecard Rating Scale

Name of School: GPS WARCHAN 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	8.95	0.20
6	SC	SC Meeting	0.10	3.00	0.30
7	Quality (EMS)	Student Teacher Ratio	0.25	14.00	0.75
8		Student Class-room Ratio	0.25	18.07	0.75
9		Student Toilet 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**

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

"Development of Schools Action Plans"

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

a. Enrolment:

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

b. Repeaters:

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

c. Repetition Rate:

Repetition Rate for Year _____

Formula: $\frac{\text{Repeater in Current Year} \times 100}{\text{Enrolment in Last Year}}$

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

Name of School: GPS WARCHAN WALA

Date: 2-Feb-10

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	8.95	0.20
6	SC	SC Meeting	0.10	3.00	0.30
7	Quality (EMS)	Student Teacher Ratio	0.25	14.00	0.75
8		Student Class-room Ratio	0.25	18.07	0.75
9		Student Toilet 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**

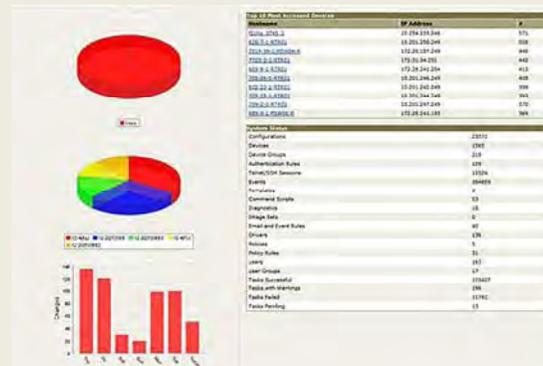
0.25 = 0.05 x 5 (for Yes)

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

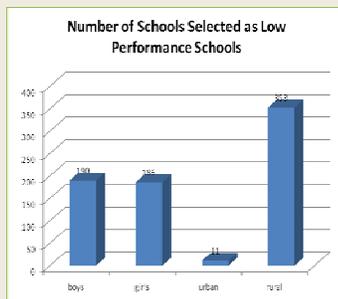
Number of Selected Low Performance Schools

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			
boys	girls	urban	rural
190	186	11	353



Results of PMT Exercise-1

Sl. No	District Name	District Reputation Rate	Missing Facilities					Furniture		SC Meeting	Teacher (Required/Actual)	Classroom
			Drinking Water	Electricity	Toilets	Boundary Wall	Play Ground	Teacher Without	Student Without			
1	Sargodha	87%	0	15	16	14	11	19	24	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	28	14	11	10
4	Khushab	50%	9	13	11	8	20	28	19	11	12	13
5	Sialkot	56%	5	10	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	8	7	12	12	25	15	8	12
8	M.B.Din	50%	1	7	11	10	12	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	15	13	20	14	14	14
11	Sahiwal	92%	5	13	12	10	13	13	26	12	15	16
12	Vehari	53%	0	6	7	12	13	21	19	23	22	21
13	T.T.Singh	84%	2	7	7	14	15	14	26	17	17	18

List of common indicators arises from each district and schools

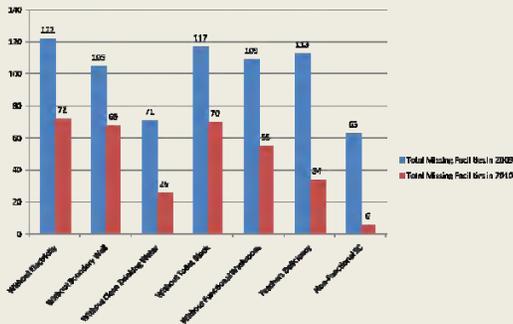
Results of PMT Exercise-1

	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



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 km² (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

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

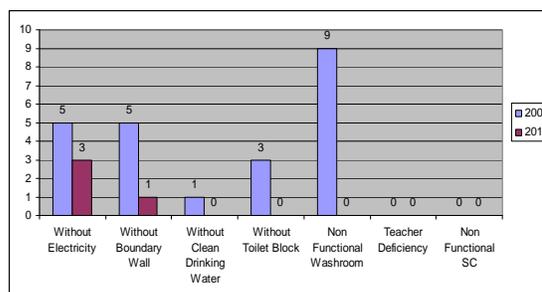
Major Steps Taken

- 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

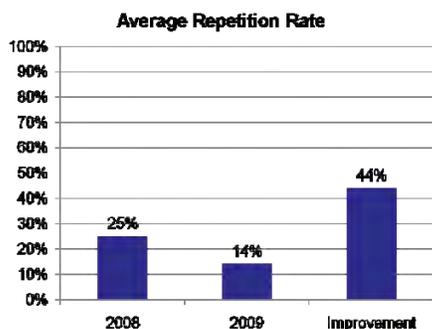
Major Steps Taken

- 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”

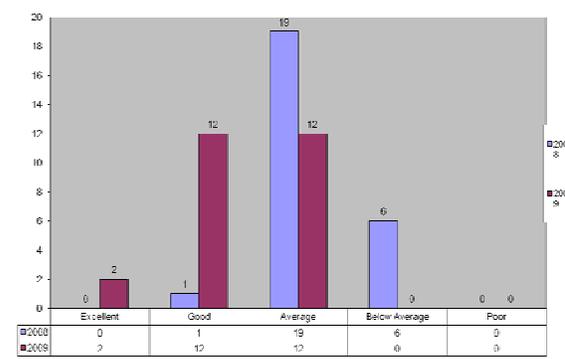
Comparative Analysis of Missing Facilities in Low Performing Schools



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 benches 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.34,00,000/- 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 iii) Allocation 34,00,000/- 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 BAIWA	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



Pakistan's Districts That Work Project

1

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

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

Third Party Evaluation by DTW

2

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

- 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

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

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

10

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

20

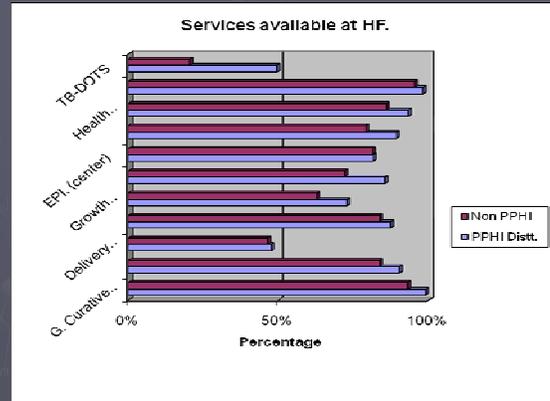
PPHI - Findings of the Study

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

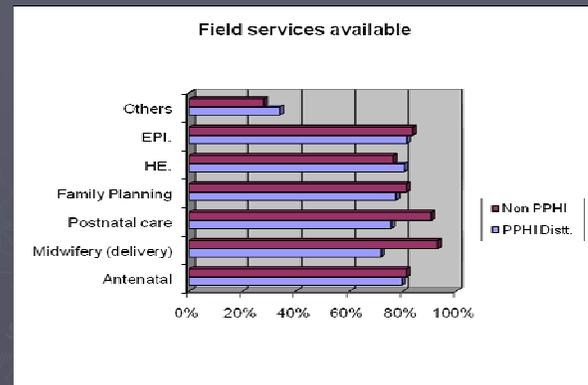
4. Patients/clients are more satisfied with the provision of health services in PPHI managed BHUs
5. Role of Support Group in preventive activities, conduction of health awareness sessions in the community is not commendable
6. No difference in Knowledge of Mothers on danger signs of Diarrhea and Acute 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

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

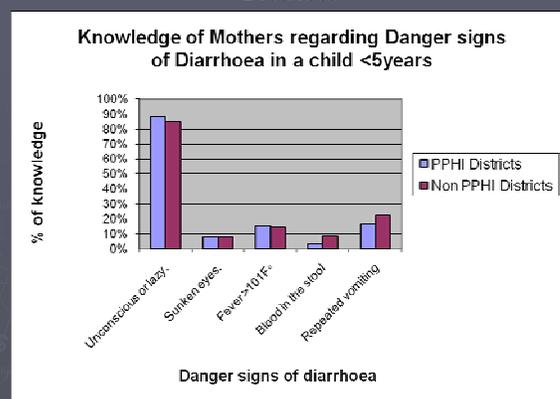
Curative Services in PPHI & Non-PPHI Districts



Preventive Services in PPHI & Non-PPHI Districts



Promotive Services in PPHI & Non-PPHI Districts



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
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

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

Thank You

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
- Recommendations for future interventions by donors

Lessons learnt & gaps - SDPT

Lessons learnt

- Useful for ADP Planning
- Monitoring of development schemes improved

Gaps

- Limited capacity to track duplication of schemes
- No linkage with SAP

Lessons learnt & gaps - STFM

Lessons learnt

- Improvement in Own Source Revenue
- Better Management of Records

Gaps

- Annual Bill Printing option
- HR Module

Recommendations - SDPT

- Replication at TMAs/Districts/Provincial Govt.
- Development of linkage with SAP
- Recruitment of IT Professionals by Districts
- Photographs of development schemes at different levels of completion

Recommendations - STFM

- System should generate No Demand Certificate
- Updating of consumers' data base through survey
- Replication at remaining TMAs
- Ownership by Concerned TMAs/local government
- Continuation of STFM through upcoming USAID/ other donor funded projects

Lessons learnt & gaps – Risk Assessment Tool

Lessons learnt

- Useful tool for performance evaluation
- Awareness about performance of different functions

Gaps

- Need to review scoring points

Recommendations - Risk Assessment Tool

- Sharing of reports with Public
- Clients satisfaction indicators be included

Lessons learnt & gaps – Speedy Processing of bills

Lessons learnt:

- Very useful checklist for bills processing

Gaps:

- Missing some types of claims

Lessons learnt & gaps – DDOs Guide Book

Lessons learnt:

- Simplified version of rules
- Clarification of misconceptions

Gaps:

- Less focus on local government rules
- Lack of certification

Recommendations - Speedy Processing of bills

- Inclusion of checklists for remaining claims
- Translation in local languages
- References of rules may be mentioned for authentication

Recommendations - DDOs Guide Book

- TMA focused DDO guide book should be developed
- Translation in local languages
- Ownership/ vetting by Finance Department
- Editable version should be made available on web portal of DTW

Lessons learnt & gaps – Governance Assessment Tool

Lessons learnt:

- Useful tool for the self assessment of district govt.

Gaps:

- Lack of testing

Recommendations for the future interventions by donors

- Continuation of DTW efforts through second phase of the project
- New governance project to cater for the changing scenario of local government system in Pakistan
- Development of integrated Financial Management System for all tiers of local govt.
- Capacity building of Local Govt. officials in service delivery , Financial Management & public dealing

Recommendations - Governance Assessment Tool

- Should also be developed for TMA
- Information should be disseminated to Public through web sites
- Performance based incentives

Finance Group

Thank You



Presentation

on

Designing, Implementation and Replication of Performance Management Tools Education Group



Lessons Learnt (2)

- **Action Planning** to resolve the issues
 - District Action Plan
 - School Action Plans
- **Resource mobilization** by using alternate sources (community etc.)
- Specific outcomes and targets to channelize **Resource allocation** from the department



Performance Management System

A Performance management system **regularly collects** the results (**outcomes**) of **public sector programs**, organizations, or individuals and **uses** this **information** in **policy making**, resource allocation and **service delivery**.



Lessons Learnt (3)

- **Effective Utilization** of **EMIS** data for **Planning and decision making**.
- **Sensitization** of school head teachers to involve local community
- Address the political interference issue through community involvement & proper planning for resource allocation
- **Innovative approach** for school improvement



Lessons Learnt (1)

- **Systematic Approach for Identification** of **not only problems**, but also to **address** them
- **Identification of Low Performing schools** of a district, based on Key Performance Indicators
- **Prioritization** of the issues based on **consensus of the Education Managers**



Lessons Learnt (4)

- **Involvement** of EDOs & other Stakeholders to ensure their ownership for better implementation
- **Replicable model** to all the schools & other districts as well



Issues and Gaps

- Frequent transfer and posting of the Education Officers; particularly the EDOs
- Parallel **monitoring systems** (DMOs / Departmental Monitors)
- **Non-Involvement** of the **DEMTs**



Recommendations (3)

- **Formal team** at the Provincial/District Level to ensure implementation of ongoing PMT activities



Recommendations (1)

- Take the **Local Political Leadership** on board for continuity of PMT activities e.g. District Action Plans & School Action Plans
- Implementation and monitoring mechanism of PMTs should be **notified** by Education Department, to replicate in other districts
- Amend the tool as to **recommend the solutions** of the problems as well
- **Students council** for school development



Areas of Intervention for Donors

- Specific Focus on **Primary Education** in the areas of
 - Missing Facilities
 - Teachers' Deficiency
 - Teachers' Training
- **Hard Area Allowance** to the teachers of Far Off areas
- **Transportation facility** for education managers for **effective monitoring**



Recommendations (2)

- **Involvement of the DCOs** to mitigate the political pressure and effective implementation on the **Action Plans**
- **Provincial Govt. should take up the project and replicate it in all the districts of Punjab.**
- **Commitment of the Provincial Govt.** to address the implementation issues
 - no transfer of the govt. officers for the project duration
 - Release of funds to the target schools



Areas of Intervention for Donors

- **Community awareness** for effective improvement
- **Coordination** among the donors to avoid the duplication of efforts
- **Ownership of the Government** in the donor funded projects to ensure sustainability

Thank You