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CAPACITY BUILDING FOR THE FATA DEVELOPMENT PROGRAM

THIRD QUARTERLY REPORT: OCTOBER-DECEMBER'2008

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CAPACITY BUILDING FOR THE FATA DEVELOPMENT PROGRAM

CAPACITY BUILDING PROJECT
FATA SECRETARIAT AND
FATA DEVELOPMENT AUTHORITY

Quarterly Report: October-December 2008

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

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EXECUTIVE SUMMARY

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

- CBP finalized the tendering process for the FDA Strategic Review assignment with the management consulting company Fincon Services. The Negotiation Memorandum, proposal and recommendations were submitted to USAID for approval. This work has been put on hold by the CTO as the resources for the development of Reconstruction Opportunity Zones need to be expanded beyond the FDA.
- CBP facilitated twenty four (24) training courses from reputable training institutes in Pakistan. A total of 449 people were trained, including 419 from FATA Secretariat and 30 from FDA.

COMPONENT B: MONITORING AND REPORTING

- CBP conducted a three-day training course for 42 representatives from the FATA Secretariat on 'Key Issues/Concepts in Development and FATA Tehsil Level Indicators of Development Status' from December 1-3, 2008.
- During the reporting period, the development of the GIS system for the FATA Secretariat and USAID continued. The team worked on developing and improving the 'Online GIS Enabled Database Interface for USAID Projects Operational in Pakistan FATA'. Moreover, organized consultative meetings with the M&E teams of USAID Livelihood Development Program North and South for pilot-testing the GIS Database Interface, and imparting training for online data entry using Google Earth platform.
- CBP organized Basic IT training for 112 staff of FATA Secretariat in IMS-Peshawar. The training course focused on grooming IT related skills of the participants enabling them to take advantage of the IT infrastructure which will be laid soon by the FATA CBP.

COMPONENT D: IMPROVE CAPACITY OF CIVIL SOCIETY ORGANIZATIONS

- During the reporting period, CBP laid a great emphasis on the processing and approval of grants. In this manner, 17 seed grants got approved; 2 grants were processed and forwarded to the CTO for approval; and eight grants proposals were received and under review. In total, the project processed 30 grants proposals under this component
- Project team worked on drafting the "Strategy for CSOs Development" and it would hopefully be finalized in January'08. This strategy outlines the approach, implementation arrangements, monitoring and evaluation, sustainability and its phasing.
- In line with building financial management skills among the local CSOs, a training course on "Financial Management" was organized in which twenty six (26) community representatives from twenty three (23) local CSOs participated. Project also facilitated a four day "Disaster Risk Management" training where Twenty two participants from a local CSO - Kaimor Development Welfare Organization in Bajaur Agency participated in this training. The participants became familiar with various risk management tools and concepts related to disaster management.

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

- The concept paper for Civil-Military Coordination in support of Stabilization and Reconstruction was fully developed during November. The concept was presented to the civil military working group on the 6th November and incorporated the view of all stakeholders.
- A meeting was held with the Deputy Director of USAID on November 26th to ensure the CBP team had clarity on the requirements of USAID and that an implementation plan was developed with a clear structure, timelines and deliverables. The plan was completed during the reporting month and submitted to USAID for approval on December 1st. Approval of the plan is pending and is due to be discussed with all stakeholders on December 6th. A revised budget for the Civ-Mil Plan was also submitted to USAID.
- A meeting of Civil-Military Contact Group was held at FATA secretariat on 6 Dec 08. Apart from the usual members comprising the CG representatives of USAID also attended the meeting. Director ICB made a presentation on CMC Bajaur outlining the concept; structure and organogram; implementation plan and timelines.
- Another meeting of the Contact Group was held at on 19 December'08 in PC Peshawar to finalize all outstanding issues relating to CMC Bajaur. The various issues touched upon include finalization of organogram and administrative structure of CMC Bajaur; finalization of coordination mechanism integrating program support from SOC-FWD-Pak Peshawar; approval of project selection criteria for rehabilitation and reconstruction and sharing of activities by other stakeholders outlined in CMC implementation plan.

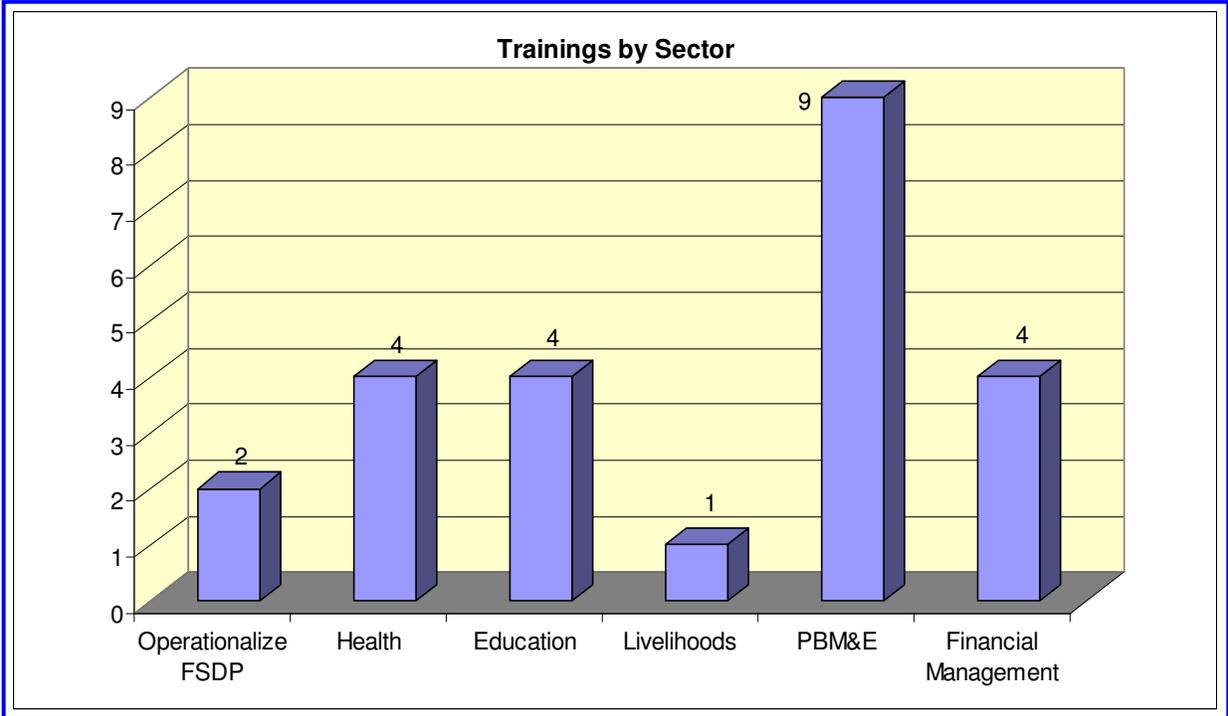
COMPONENT F: COMMUNICATIONS STRATEGY

- Equal Access employees facilitated the signing of a Memorandum of Understanding between the PBC and FATA CBP for a radio magazine program. The MoU outlines the project's purchase of air time for 15 minutes a day, seven days a week, for the radio program '*Kadam pa Kadam*' ('*Step by Step*').
- The Memorandum of Understanding (MOU) for establishment of a Media Cell was signed between FS and CBP on December 15'08. The project appointed Mr Jehanzaib Latif as Director Media Cell FS. Consultations for strengthening of the Media Cell FS were carried out with different stakeholders. The project also prepared a budget plan for Media Cell with support from Finance and Administration of CBP.
- During the reporting period, Serendip was pursued for timely completion of documentary on FATA, 'Human Face of FATA'. They presented first preview of the documentary to CBP team at Peshawar for value addition.
- CBP signed a contract with PBC for a 15 minutes program, 'Da Ulas Ghag', 'The Voices of People' on December 1, 2008. An independent producer Mr. Aurangzaib Khan was engaged to develop content for this program. Its first program got aired from PBC Peshawar on December 8, 08 which is now regularly broadcasted 6 days a week.

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

- Based on guidance from USAID, and communication from the CTO dated September 24, 2008, CBP has suspended activity on Agency Strategic Plans until further notice. In lieu of these, CBP is implementing an FDA Action Plan that was agreed upon in July 2008.
- During the reporting period, the economic sector specialist joined the CBP team and reviewed the FDAs Action Plan.
- CBP finalized the tendering process for the FDA Strategic Review assignment with the management consulting company Fincon Services. The Negotiation Memorandum, proposal and recommendations were submitted to USAID for approval. This work has been put on hold by the CTO as the resources for the development of Reconstruction Opportunity Zones need to be expanded beyond the FDA.
- CBP held the first meeting of the ROZ consultative group, which was established as a forum for different USAID programs. Met with Counselor for Economic Affairs at the US Embassy to understand the US government's objectives and priorities for ROZs.
- The economic sector specialist held review activities with FDA management. The process for personnel support to FDA in key areas was initiated under the MoU for temporary staffing support. CBP got the approvals from USAID and the individual contracts were finalized.
- CBP organized and conducted additional meetings with key stakeholders including the Tribal Chamber of Commerce and Industry and Sarhad Development Authority to inform them of CBP's and FDA's priorities/objectives and to explore optimal ways of working with them.
- CBP continued to provide support and guidance to the Consultants hired for evaluation of WES for Girls Primary Schools FATA Project. The field survey was completed during the reporting period. Meetings were also held with concerned stakeholders. It is foreseen that the draft report will be ready early January'09.
- CBP facilitated twenty four (24) training courses from reputable training institutes in Pakistan. A total of 129 people were trained, including 419 from FATA Secretariat and 30 from FDA. Details below.
- The project successfully launched the Training Management Information System (TMIS) database, which will allow CBP to record, analyze, plan and manage training effectively.

Sector	Title of Training	Date	Beneficiary	
			FS	FDA
Operationalize FSDP	Tools & Techniques for Solving Disaster Planning, Mitigation Response and Recovery Problems	27-29 Oct 2008	9	
	Project Management for Construction	15-17 Dec 2008	18	
Health	Training Workshop for Medics on Use of HIMS Tools as Master Trainers	13-16 Oct 2008	18	
	Training on Hospital Management for MS & DMS	10-14 Nov 2008	10	
	Hospital Management for Emergency	15-18 Dec 2008	3	
	Training on HIMS Tools	22-25 Dec 2008	18	
Education	Project Management	27 Oct-5 Nov 2008	24	
	Management & Supervisory Skills	10-18 Nov 2008	26	
	Training Course on Data Base Management & Handling	15-20 Dec 2008	21	
	Training on Planning, Budgeting, M& E	22-27 Dec 2008	22	
Livelihoods	Exposure visit to Punjab	20-25 Oct 08	12	
Planning Budgeting Monitoring & Evaluation	Basic I.T Training	13-31 Oct, 08	20	
	Basic I.T Training	20 Oct -7 Nov, 2008		20
	Basic I.T Training	20 Oct -7 Nov, 2008	22	
	Basic I.T Training	10-28 Nov 2008	20	
	Basic I.T Training	10-28 Nov 2008		10
	Basic I.T Training	24 Nov-19 Dec 2008	20	
	Basic I.T Training	24 Nov-19 Dec 2008	20	
	Introduction to key Issues and Themes in Development	1-2 Dec 2008	42	
	FATA Tehsil Level Indicators of Development Status for the Selected FATA Secretariat Staff	3 Dec-03 Dec 2008	42	
Financial Management	Basic Course on Financial Management	3-8 Nov 2008	14	
	Public Procurement Rules and Procedures	3-5 Nov 2008	5	
	Training on PC-1	24-28 Nov 2008	20	
	Public Procurement Rules and Procedures	16-18 Dec 2008	13	
TOTAL	24		419	30



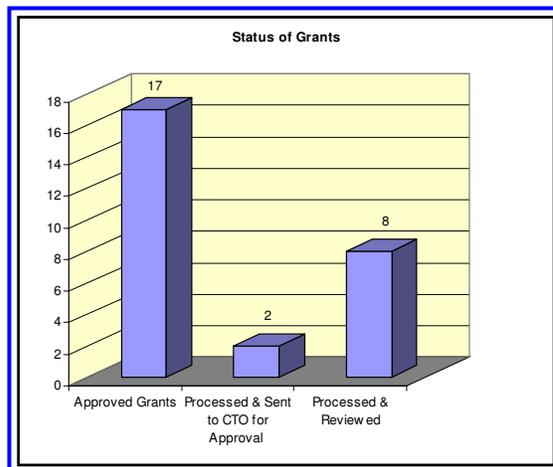
COMPONENT B:

MONITORING AND REPORTING

- During the reporting period, a series of focused group discussions were held with the FATA CBP Specialists to identify planning and monitoring needs of the FATA line agencies and FATA Secretariat to support development of next FATA Annual Development Plan (2009-2010), and compilation of tehsil-based development profiles of FATA agencies and FRs. Results of these consultations fed into the larger FATA CBP staff workshop on FATA Planning and Monitoring convened on 14 October 2008.
- The FATA Planning and Monitoring workshop was organized to discuss specific issues related to different components of planning and monitoring, system improvements needed for FATA institutions, and development of a GIS system as the key monitoring tool for USAID partners working in FATA. Afterwards, several working sessions were held with the relevant project staff including FATA CBP management, and an action plan was drafted for the integration of FATA development planning and monitoring capacity building initiatives.
- CBP conducted a three-day training course for 42 representatives from the FATA Secretariat on 'Key Issues/Concepts in Development and FATA Tehsil Level Indicators of Development Status' from December 1-3, 2008. The training course was organized to examine planning, monitoring and reporting related issues of the FATA Public Sector departments, and sensitize participants about the importance of developing FATA tehsil level development status which could inform FATA annual development planning process. Discussions were also held around developing data/information chain for compiling development status of the FATA tehsils.
- CBP organized a workshop on FATA GIS involving all USAID partner organizations operating in FATA to provide a demonstration of Google Earth and to customize the FATA GIS Data Input Form.
- During the reporting period, the development of the GIS system for the FATA Secretariat and USAID continued. The team worked on developing and improving the 'Online GIS Enabled Database Interface for USAID Projects Operational in Pakistan FATA'. Moreover, organized consultative meetings with the M&E teams of USAID Livelihood Development Program North and South for pilot-testing the GIS Database Interface, and imparting training for online data entry using Google Earth platform.
- CBP organized Basic IT training for 112 staff of FATA Secretariat in IMS-Peshawar. The training course focused on grooming IT related skills of the participants enabling them to take advantage of the IT infrastructure which will be laid soon by the FATA CBP.
- Presented and discussed Automation Strategy with FS representative. Maps were obtained for networking of FS and LAN cabling in FDA.

COMPONENT D: IMPROVE CAPACITY OF CIVIL SOCIETY ORGANIZATIONS

- During the reporting period, CBP laid a great emphasis on the processing and approval of grants. In this manner, 17 seed grants got approved; 2 grants were processed and forwarded to the CTO for approval; and eight grants proposals were received and under review. In total, the project processed 30 grants proposals under this component
- Project team worked on drafting the “Strategy for CSOs Development” and it would hopefully be finalized in January’08. This strategy outlines the approach, implementation arrangements, monitoring and evaluation, sustainability and its phasing.
- CBP also developed the concept for the formation of a FATA NGO Forum (FNF). Detailed discussions were held with key stakeholders
- In line with building financial management skills among the local CSOs, a training course on “Financial Management” was organized in which twenty six (26) community representatives from twenty three (23) local CSOs participated. Project also facilitated a four day “Disaster Risk Management” training where Twenty two participants from a local CSO - Kaimor Development Welfare Organization in Bajaur Agency participated in this training. The participants became familiar with various risk management tools and concepts related to disaster management. A two day training course was held to train staff of the two CSOs (KKT for Khyber Agency and FRD of Mohmand Agency) involved in the data collection for evaluation of WES project. Twenty two (22) personnel were trained during this training.



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

- The Director ICB participated in discussion on 'FATA Security' organized by PILDAT on 13th & 14th October 08 in Islamabad.
- The concept paper for Civil-Military Coordination in support of Stabilization and Reconstruction was fully developed during November. The concept was presented to the civil military working group on the 6th November and incorporated the view of all stakeholders. Further discussions were due to be held on November 12th but were cancelled due to security incidents.
- A meeting was held with DG ISPR and representatives of Pakistan Broadcast Corporation (PBC) in GHQ Rawalpindi to discuss strategic communication policy for FATA and to identify areas of cooperation with these organizations.
- A meeting was held with the Deputy Director of USAID on November 26th to ensure the CBP team had clarity on the requirements of USAID and that an implementation plan was developed with a clear structure, timelines and deliverables. The plan was completed during the reporting month and submitted to USAID for approval on December 1st. Approval of the plan is pending and is due to be discussed with all stakeholders on December 6th. A revised budget for the Civ-Mil Plan was also submitted to USAID.
- A meeting of Civil-Military Contact Group was held at FATA secretariat on 6 Dec 08. Apart from the usual members comprising the CG representatives of USAID also attended the meeting. Director ICB made a presentation on CMC Bajaur outlining the concept; structure and organogram; implementation plan and timelines. The concept was approved subject to finalization of issues raised during the meeting. Some of the major issues included criteria for inclusion of projects in CMC portfolio; suggestions to improve capabilities of security forces; organizational issues relating to CMC Bajaur and mechanism for future coordination.
- Another meeting of the Contact Group was held at on 19 December'08 in PC Peshawar to finalize all outstanding issues relating to CMC Bajaur. The various issues touched upon include finalization of organogram and administrative structure of CMC Bajaur; finalization of coordination mechanism integrating program support from SOC-FWD-Pak Peshawar; approval of project selection criteria for rehabilitation and reconstruction and sharing of activities by other stakeholders outlined in CMC implementation plan.
- Director ICB and Civil- Military Affairs Specialist met Commander 11 Corps on 15 Dec 08 to inform him about CMC Bajaur and other issues related to Civil-Military Contact Group. The Commander was also apprised of the need to formalize the working of the Civil- Military Contact Group through a Memorandum of Understanding. Commander 11 Corps assured his full support for CBP's endeavours.

COMPONENT F: COMMUNICATIONS STRATEGY

- The project hosted a FS-PBC-ISPR collaboration workshop on November 21st for synchronizing media message development and upgrading PBC and FATA Secretariat's radio coverage. The workshop resulted in the formation of a working group consisting of members from PBC, FS, ISPR, CBP and Internews to create an effective radio strategy.
- Equal Access employees facilitated the signing of a Memorandum of Understanding between the PBC and FATA CBP for a radio magazine program. The MoU outlines the project's purchase of air time for 15 minutes a day, seven days a week, for the radio program '*Kadam pa Kadam*' ('*Step by Step*').
- The Memorandum of Understanding (MOU) for establishment of a Media Cell was signed between FS and CBP on December 15'08. The project appointed Mr Jehanzaib Latif as Director Media Cell FS. His contract commenced from December 19, 2008. Consultations for strengthening of the Media Cell FS were carried out with different stakeholders. The project also prepared a budget plan for Media Cell with support from Finance and Administration of CBP.
- The Project facilitated a Strategic Communication Workshop on December 20, 2008 at PC Peshawar on the request of ACS FATA.
- FS-PBC-FS Technical Working Group workshop was held on December 30, 2008 in order chalk out the working methodology related to the group.
- During the reporting period, Serendip was pursued for timely completion of documentary on FATA, 'Human Face of FATA'. They presented first preview of the documentary to CBP team at Peshawar for value addition.
- CBP signed a contract with PBC for a 15 minutes program, 'Da Ulas Ghag', 'The Voices of People' on December 1, 2008. An independent producer Mr. Aurangzaib Khan was engaged to develop content for this program. Its first program got aired from PBC Peshawar on December 8, 08 which is now regularly broadcasted 6 days a week.
- Preparations were carried out for arranging a briefing by Governor NWFP to religious scholars on the 'Security Situation in FATA'. However, the briefing was postponed owing to some urgent commitments of the Governor.
- The project team also held meetings with private media groups for producing docu-dramas on Talibanization in FATA and translation and dubbing of privately produced documentaries in Pashto.

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

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