



DTW Experience Sharing Workshop Quetta

15-16 February, 2010

DTW Supported Districts

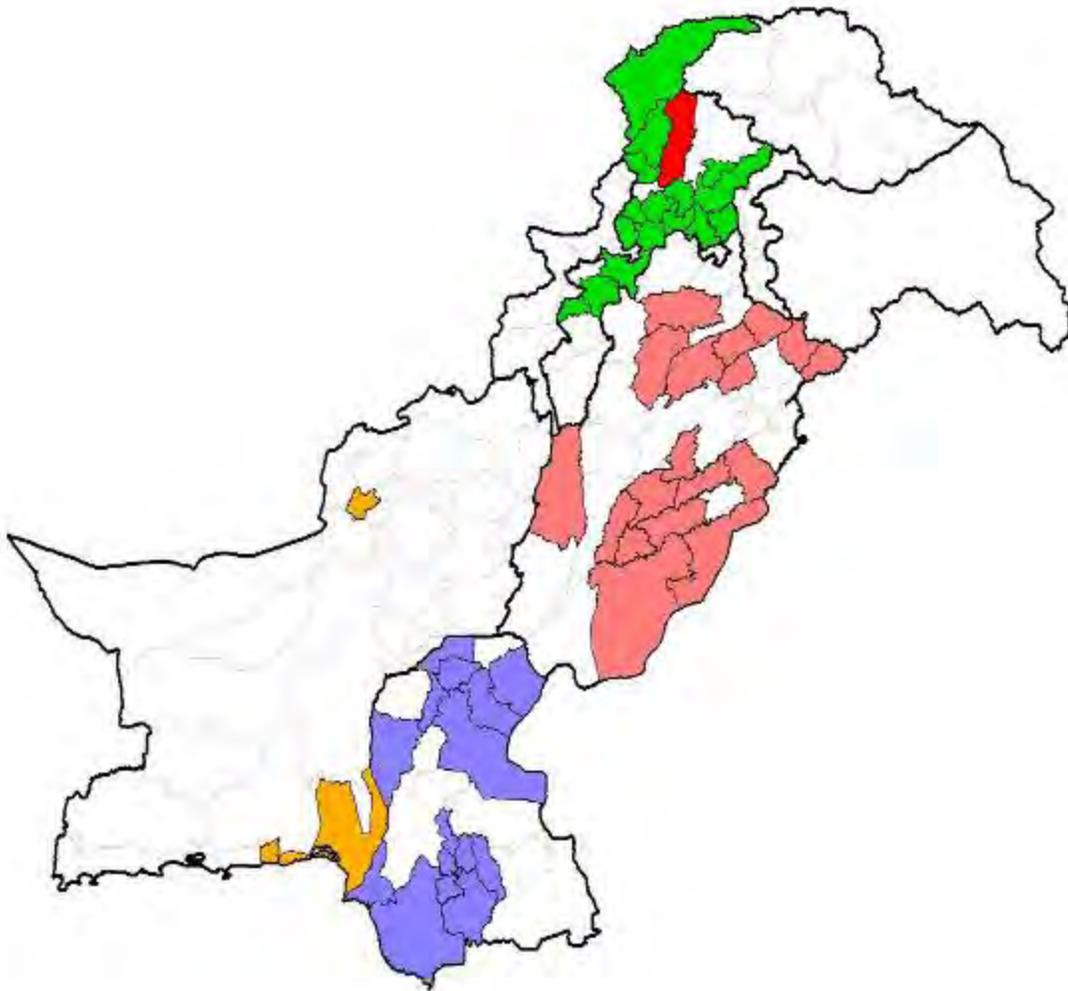


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Background:

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.

Objectives of Provincial Experience Sharing Workshop held at Quetta:

Two day Provincial Experience Sharing Workshop/Workshop was held at Serena Hotel, Quetta on 15-16 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:

Financial Management & Governance Group:

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 Zila 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.

Social Service Delivery Group:

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. Saeed Siddiqui (Democracy and Governance Specialist). Mr. Farooq Mari, Additional Secretary, Local Government and Rural Development, Balochistan chaired the first day sessions. On the second day of the workshop was chaired by the Chief Guest for the workshop Mr. Abdul Khaliq Bashir Dost, Provincial Minister for Local Government and Rural Development and co-chaired by Ms. Raheela Durrani, Provincial Minister. The workshop was also attended by the Secretary, Information Technology and Information Department, Secretary, Board of Revenue, Secretary, Local Government Board, Director General, Local Government, Commissioner, Naseerabad, DCO, Mastung, DCO Pishin, EDOs, TMOs, DOs, TOs, Representative of Civil Society Organizations, Representatives of other Donor's Projects, Academia, Journalists etc. DTW was represented by Mr. Paul Lundberg COP and Mr. Adnan Sher STA, team of Directors and staff. The list of participants is attached as **Annex B**.

5. The Welcome Address:

In his welcome address Mr. Paul Lundberg, Chief of Party said that he was glad to be back in Quetta after a long gap. He was pleased with the presence of senior officials of the Government of Balochistan and stated that he was here to share the lessons learnt in the three provinces. Mr. Lundberg stressed that in order to have effective local governance, DTW has worked with the practitioners in the field and based on their demands developed the technical tools which are being presented in this workshop. He informed that due to peculiar security situation in the province, DTW had to withdraw its operations from Balochistan, however, the situation has changed and USAID is looking forward to having a special relationship with the province of Balochistan. He further added, that there were 45 districts and 55 tehsils associated with the project and special support was given to the local government in terms of revenue enhancement and financial management. Initially district of Lasbela was supported by the project and in Quetta, The Rural Development Academy of Local Government Department, received support from the project. In the end he highlighted the need for holding such workshops and looked forward to the discussions, comments and recommendations during the course of workshop.

6. The Workshop Overview:

Workshop's overview was given by Mr. Adnan Sher, Senior Local Government Technical Advisor of DTW project. His presentation focused on objectives of holding a Provincial Experience sharing workshop. He started with the famous quote of Mr. Kettering "*I am interested in future because that is where I am going to spend the rest of my life*". Mr. Sher pointed out that the timing of this workshop is very important keeping in view the future scenario regarding local governance in Pakistan. He added that projects start and end up, but the work done by the projects and efforts of the project and tools produced by the project also phase out with the project and the experiences, tools are not shared with other projects and stake holders. He emphasized on need for having an institutional mechanism for sharing the lessons learnt and tools produced with all the relevant projects funded by different donor agencies. He stated that this workshop would act as a bridge between outgoing and incoming projects. He further added that USAID representatives are here to interact with the Provincial officials, CSOs/NGOs representatives, Local Governance practitioners directly and to gauge their requirements regarding future of local governments in Balochistan. 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. Farooq Mari, Additional Secretary Local Government and Community Development Department of Balochistan. 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's efforts in the areas 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 complement 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. Tariq Mahmood, TO (F) Kharian.
DDO Guidebook	Tariq Sohail	Mr. Zahiruddin Babar, DO Planning Mandi Bahauddin
Speedy Processing of Bills	Tariq Sohail	Mr. Zahiruddin Babar, DO Planning, Mandi Bahauddin.
Financial Risk Assessment	Tariq Sohail	
System for District Development Planning and Tracking (SDDPT)	Ghulam Mustafa	Hafiz Liaqat Ali, Programmer, Quetta.

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

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

Tool	Presenter	Experiential lead
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Education Performance Management (EPM).	Ms. Rukhsana Sadiq	Mr. Salahuddin, Deputy Data Base Administrator, NWFP. Mr. Ehtashamul Haque, ADO Nowshera.
Evaluation of People’s Primary Health Initiative (PPHI) in NWFP (by DTW)	Mr.Taimur Khan	Dr. Alia Noor, Institute of Management Sciences (IMS), Peshawar
Health Procurement	Mr.Taimur Khan	Dr. Abjad Toor, Program Director DHDC Sialkot
District Health Planning	Mr.Taimur Khan	Dr. Qazi Naeem, EPI Coordinator Kohat

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

10. Presentations of Group Work

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

The group recommendations of Financial Management and Governance were presented to plenary by Mr. Himayun Sabir, Deputy Director, Local Government and that of Health and Education in Social Service Delivery Group were given by Mr. Muhammad Arif Shahzad, Additional Director, Education, Balochistan 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 Tank 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:

- The Think Tank should be placed in Training Institute like NIPA which has an autonomous status within the government. It should include representatives from Government, Civil Society, Professors, politicians, community representatives. They should at least meet quarterly and share ideas with Government. In addition, the government can also give any special task pertaining to local governance.
- Participants pointed out that every NGO has its own mandate, where as Government has its own mandate. The authors of this Think Tank need to create a win-win situation for all the stakeholders and accommodate ideas based on different mandates.
- Some participants while appreciating the idea of a Think Tank suggested that, it should be established in a university (such as Balochistan University). In addition, they pointed out that the Think tank requires some mechanism for data collection to create data base to get up dated status of all the on-going projects.
- Another participant suggested that Think Tank should be based at Islamabad and sub offices should be in all the provincial capitals. In addition, Nazims/Councillors should also be made part of the Think Tank since they have eight years of experience at their back.
- Participants proposed that the Think Tank should focus on the areas of local government which are not covered by the Government.
- Rural Academies are working under provincial governments and have decades of local government experience. The Think Tank should be placed under these academies which have physical infrastructure and scholarly resources.

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

- Effective coordination among donor agencies, civil society organizations & government bodies to avoid duplication in resources (parallel systems) for social sector programs and strengthen existing institutions
- Institutional strengthening of provincial HMIS & EMIS for effective policy planning & decision making:
 - Data collection mechanism to be strengthened with support of donors and civil society.
 - 3rd party monitoring of data collection mechanism to be done with support of donors and civil society.
- Best practices & tools of donor-funded projects must be ensured to continue in successive projects for ensuring continuity and sustainability.
- Interventions in service delivery must focus on strengthening of basic facilities.
- Donors to build capacity of the govt. to change system from manual to e-governance.
- Donors and civil society to establish network with the government for allocation of additional resources for social service delivery for Baluchistan province.

Summary Recommendations of Governance and Finance Group:

- Districts profiles of all districts of Balochistan may be prepared on NARIM for availability of basic data.
- Criteria for prioritization/ ranking of development schemes may be automated
- Provision of hard component may be included in the projects for the districts in Balochistan in addition to soft component
- Mechanism may be developed for donor coordination to take over the useful tools of phasing out projects for sustainability
- Donors may develop new projects for achieving MDGs in Balochistan
- Project should be designed for development of Rules and procedures for new Local Government System
- Assistance may be provided to Provincial Election Commission for updating electoral rolls on the basis of district/ TMAs and UCs in Balochistan
- Surveys may be conducted for improvement in Own Source Revenue of local governments
- Future projects should be implemented in all or representative districts/ TMAs instead of a few.

14. Address of Ms. Raheela Durrani, Provincial Minister.

Ms. Durrani thanked the organizers of the workshops for providing her with an opportunity to address this forum. She praised the idea of formation of Think Tank and said this type of forum is required especially in the present scenario to recommend changes in the current system. She recommended that outgoing local Government public representatives Nazims and Councillors should also be included in the Think Tank because they are the ones who have gone through the whole process and their experience will be beneficial for designing the new Local Government Law. She stressed on capacity building of public representatives, which according to her was extremely from donors perspective. She pointed out that females have been given 33% representation in the Local bodies and assemblies, but no-body monitored whether this representation is real and effective or is it being used to exploit female representation. She further added that in her experience, females have not used their 33% representation effectively and remained silent observers or played role of a silent spectator as compared to male colleagues. She stressed on giving training to public representatives for the purposes of priority setting and effective use of resources. She concluded by saying that there is a dire need to change the mind set of political representatives. In this regard, Civil Society and Donors can play an effective role. At the end she thanked the DTW, USAID and participants.

14. Response of Chief Guest:

The Chief Guest Mr. Abdul Khaliq Bashir Dost thanked DTW and USAID for honoring him to chair the workshop. He said that the efforts of DTW in the field of local governance are commendable. He added that Governments may come and go, people may come and go but it's the vision and thoughts that are created and must go. He appreciated the efforts of participants and thanked the participants for giving valuable recommendations on local governance. He assured on behalf of the Government of Baluchistan that the technical tools will be adopted and replicated in Balochistan. He stated that the recommendations presented today will provide guidance to the donors and Provincial Government in designing future local governance projects. He asked the USAID to be engaged in the province of Balochistan at this critical juncture. Finally he thanked USAID and DTW for organizing an experience sharing workshop in Balochistan and taking recommendations from the relevant stake holders so that future programs may be designed on the basis of these recommendations.

AGENDA FOR DTW PROVINCIAL CONFERENCE

Sr. #	Time	Event	Facilitator
DAY-1 (15th February 2010)			
SESSION- I (Opening Plenary Session: 1000 – 1045)			
1	0930 - 1000 1000 – 1005 1005 – 1015 1015-1025 1025 – 1430 1040 - 1045	Registration and seating of participants Recitation of Holy Quran Welcome address Address by USAID Overview of conference Opening remarks Secretary LG	DTW Participant DTW CoP TBD DTW STA Secretary LG
2	1045 – 1100	Tea	
SESSION-II (Plenary Session: Measuring Effective Local Governance : 1100 – 1230)			
3	1100-1120 1120-1145 1145-1230	District Government Institutions Information System Presentation on the “ <i>Use of Governance Assessment Tool for effective compliance based decision making</i> ” Question & Answer session	DTW/ GINI DTW STA
SESSION-II (Technical Sessions: 1230-1430)			
4	1230-1330	Parallel Technical Sessions: a. Governance & Finance b. Service Delivery Technical presentations on DTW tools Experience sharing presentations on DTW tools	DTW and Partner presenters
5	1330-1430	Lunch	
SESSION – III (Group Discussions: 1430-1730)			
6	1430-1730	Parallel Group Work a. Governance & Finance b. Service Delivery Framework for discussion: - Review of DTW tools - Proposals for replication - New ideas on for local capacity building - Preparation for presentation in plenary	DTW facilitators Participants
7	1700	Working Tea	
DAY-2 (16th February 2010)			
SESSION- IV (Plenary presentation session: 1000-1400)			
8	1000 - 1030	Presentations of group work	Group Rapporteurs
9	1030 – 1100	Open discussion	Moderator
10	1100	Working tea	
11	1130 – 1145	<i>Use of a FORUM to continue dialogue on local governance capacity building</i> ”	Mr. Adnan Sher STA
12	1145 – 1300	Open discussion	Participants

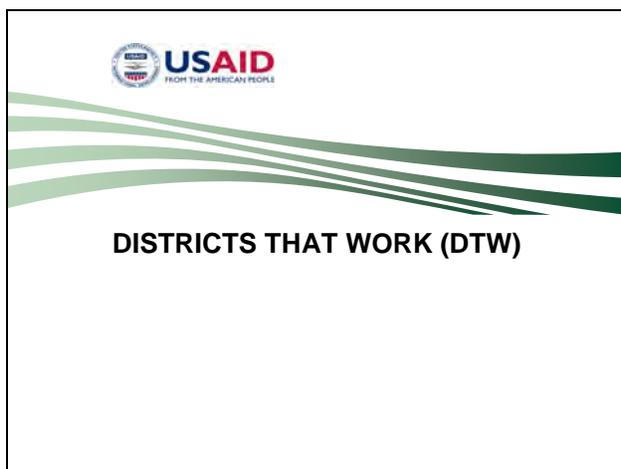
13	1300 - 1315	Summary of recommendations Address By Ms. Raheela Durrani Provincial Minister Response of Chief Guest Mr. Abdul Khaliq Bashar Dost	Tariq Sohail DIR-OD Co-Chair Chief Guest
14	1315 - 1330	Vote of Thanks	Moderator
15	1330 --	Lunch	

LIST OF PARTICIPANTS QUETTA CONFERENCE				
S.#	Name	Designation/Department	District	Phone #/Email
Ministers.				
1	Abdul Khaliq Bashir Dost.	Minister for Local Government	Quetta.	081-9201238
2	Ms. Raheela Durrani.	Provincial Minister	Quetta.	0300-9381899
Governor Secretariat.				
3	Mr. Younus Durrani	Principal Secretary	Quetta.	
Commissioners/District Coordination Officers (DCOs)				
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6	Mr. Asfandyar Khan	District Coordination Officer	Mastung	0843-895400
Planning & Development Department.				
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9	Mr. Ghulam Farooq Maree	Addl. Secretary.	Quetta.	081-9201279
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17	Mr. Hanif Baloch.	Dy. Director R.D Academy	Quetta.	081-9213262
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Finance Department.				
25	Mr. Noor-ul-Amin Mengal	Addl. Secretary	Quetta.	
26	Mr. Rashid Razaq	Deputy Secretary (PFC)	Quetta.	081-9202030
27	Mr. Syed Ali.	Section Officer.	Quetta.	081-9203501
Education Department.				
28	Mr. Javed Iqbal	Director Tech. Edu.	Quetta.	081-9213270
30	Mr. Peer Muhammad	Addl. Director Schools	Quetta.	081-9201244
31	Mr. Hussain Ali Shah.	Deputy Director Colleges.	Quetta.	0301-3701584
32	Mr. Abdul Nabi Sasooli	Education	Quetta.	0333-7826162
32	Mr. Zarif Khan	Deputy Director	Quetta.	0333-7838266
Information Technology and Information Department.				

33	Mr. Saqib Zafar	Secretary, Informtion Tech.	Quetta.	
34	Mr. Amir Jan	Directorate of Public Relations	Quetta.	081-9201615
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36	Mr. Shamsuddin	Directorate of Public Relations	Quetta.	081-9201615
Health Department.				
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38	Dr. Sabiha Babar.	Principal Public Health School	Quetta.	081-9203494
39	Dr. Qazi Naeem	Deputy Director	Quetta	081-9202320
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40	Ms. Shaeena Ahmed	Deputy Secretary, W Dev.	Quetta	081-9201041
41	Mr. Ashraf Gichki.	Deputy Director Social Welf.	Quetta	081-9211481
Board of Revenue.				
42	Sh. Azmatullah	Secretary BR	Quetta	081-9201948
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District Governments.				
45	Mr. Mateeullah	EDO Revenue	Quetta	081-9201302
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60	Mr. Ali Muhamamd	Zarghoon Town	Quetta	
61	Mr. Muhammad Saeed	TMO	Pshin	0333-7801054
62	Mr. Muhammad Yasin	TO (F)	Pshin	0300-7801054
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64	Mr. Muhammad Akram Nasir	TMO Dureji	Lasbela	0300-9386498
65	Mr. Shamsullah	TMO Muslim Bagh	Killa Saifullah	0300-3898865
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CSOs/NGOs/CBOs/Media.				
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71	Mr. Imdad Ali	Project Officer SPO	Quetta	

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74	Mr. Yousaf Zehri	TOI	Quetta	0300-3817175
75	Mr. Muhammad Saqib	IDO	Quetta	0301-6395335
76	Mr. Sadullah Zehri		Quetta	0300-9383683
77	Muhammad Zarif		Quetta	0333-7838266
78	Mr. Barkat Shah	Project Manager IDSP	Quetta	0301-3702415
79	Mr. Zahid Khan Dotani.		Quetta	0300-3884405
80	Mr. Safdar Hussain	Project Manager IDSP	Quetta	0333-7801886
81	Mr. Ali Ahmed	CEO, IDO	Quetta	081-2870778
82	Mr. Asadullah	IDO	Quetta	0300-3851572
83	Mr. Shaukat Kakar	IDO	Quetta	0334-2457629
84	Mr. Naveed Ahmed	IBM	Quetta	0345-8366778
85	Mr. Naseeb	IBM	Quetta	0343-8177254
86	S. Ubaid Agha	Director VOICE	Quetta.	0300-3869351
87	Mr. Muhammad Rafiq	Director Program WESS	Quetta	
88	Mr. Shehzad Gulzar.	Secretary SEHAR	Quetta	
89	Mr. M.Fahim Zaman Khan	Tehreek	Quetta	0333-7892007
90	Mr. Zalid Khan.	R.O.S.	Ziarat	0300-3884465
91	Ms. Rubina But	Advocate Supreme Court	Quetta	0345-8378431
92	Ms. Sabra Gulzar	S.E.C	Quetta	081-2863195
93	Mr. Shehzad	S.E.C	Quetta	0306-3889629
94	Mr. Abdul Qayum Bedar	Head of Current Affairs PTV.	Quetta	0333-7810545
95	Mr. Niaz Kakar		Ziarat	0833-560280
Academai.				
96	Dr. Arif Agha	Chairman Economic Department University of Balochistan	Quetta	
97	Ms. Faiza Mir	I.R Department U.O.B	Quetta	081-9211254
Donor's Project/Agencies.				
98	Mr. Zulfikar Durrani.	UNICEF	Quetta.	
99	Dr. Majed Latif	JSI PAIMAN	Quetta.	0300-3822695
100	Mr. Sami Raza Baig	Project Manager G&GP UNDP	Quetta	
DTW Staff, Consultants & Experience Sharer.				
101	Mr. Paul Lundberg	COP	Islamabad	0300-8551948
102	Mr. Muhammad Zaheer	DCOP	Islamabad	0334-5549424
103	Mr. Adnan Sher.	STA	Islamabad	0334-5549338
104	Mr. Tariq Sohail	Director	Islamabad	0334-5549326
105	Mr. Taimur Khan	Director	Islamabad	0334-5549313
106	Ms. Rukhsana Sadiq.	Director	Islamabad	0334-5549337
107	Mr. Nadeem Ahmed.	Director	Islamabad	0334-5549305
108	Ms. Saima Ghafoor.		Islamabad	0334-5549580
109	Mr. Javed Satti.		Islamabad	
110	Mr. Muhamamd Ali Ozgen.	PR Specialist.	Islamabad	
111	Mr. Nazar Naqvi.	Consultant	Islamabad	0334-5549323
112	Mr. Ghulam Mustafa.	Consultant STFM	Islamabad	0321-4012526
113	Mr. Farooq Kundi	Consultant SDPT	Islamabad	
114	Mr. Shadman Aziz	Consultant Eduction.	Islamabad	

115	Mr. Salahuddin.	MIS Specialist Education Deptt.	Peshawar	
116	Mr. Zaheerudin Babar	DO Planning	Mandi Bahauddin	
117	Mr. Tariq Mahmood	TO Planning	Kharian.	
118	Mr. Ehtashamul Haq	Consultant	Islamabad	
119	Dr. Aliya Noor	Sector Head IMS	Peshawar	0345-5575275
120	Qazi Naeem	Coordinator EPI	Islamabad	
121	Dr. Abjad Ali Toor	Program Director.		
123	Mr. Adnan Shah..	GINI	Islamabad	
124	Mr. Fahad.	GINI	Islamabad	
125	Mr. Bisharat Ahmed.	Consultant Eduction.	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



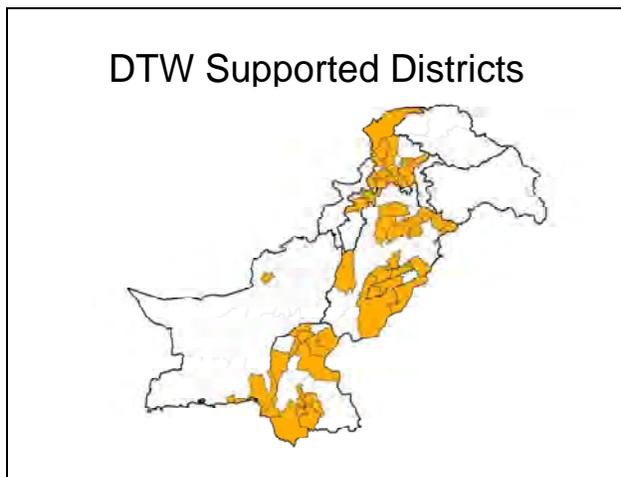
DTW Project - An Overview

- **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

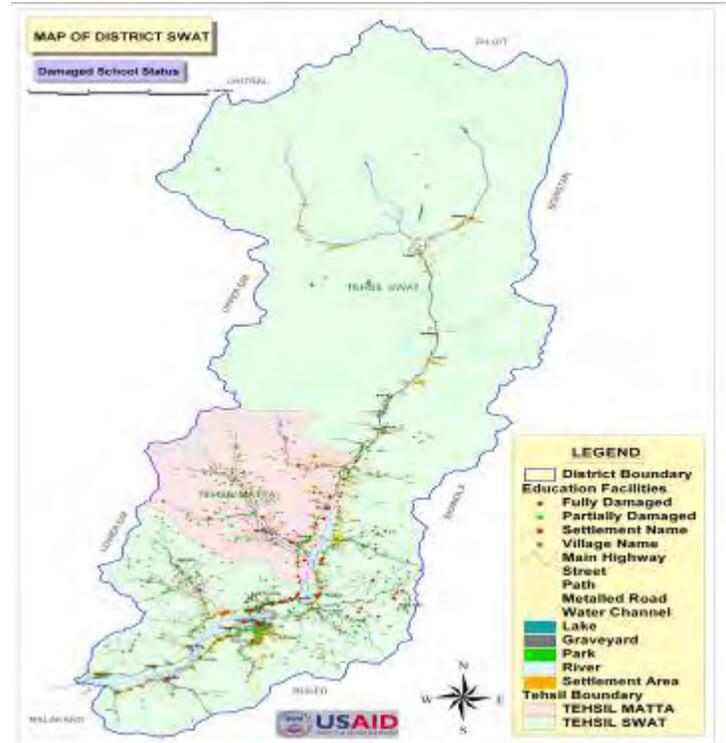
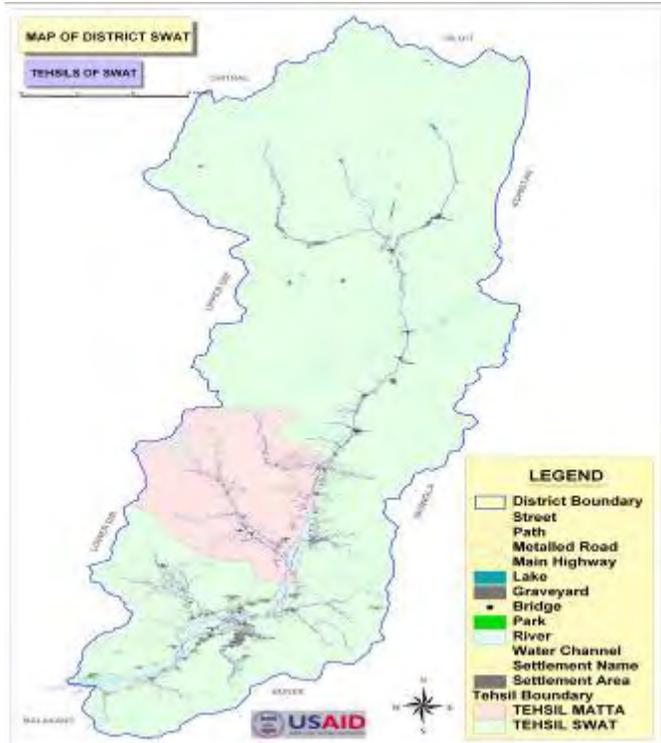
- Post 31st December 2009 scenario - Provinces to draft their own laws
- Future interventions more relevant to requirements
- Your role i.e. as practitioners extremely critical in development/ modification of existing technical tools for effective service delivery




3

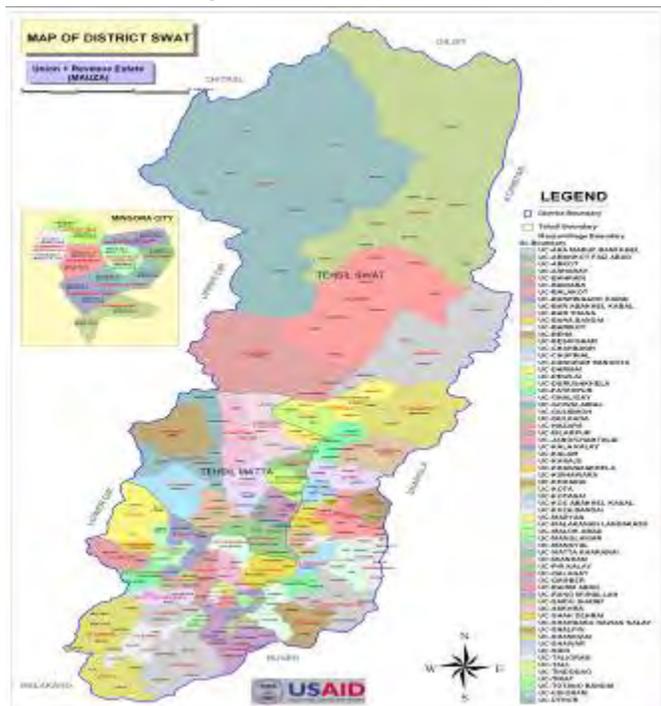
Tehsil Projection

Damaged Schools Projection

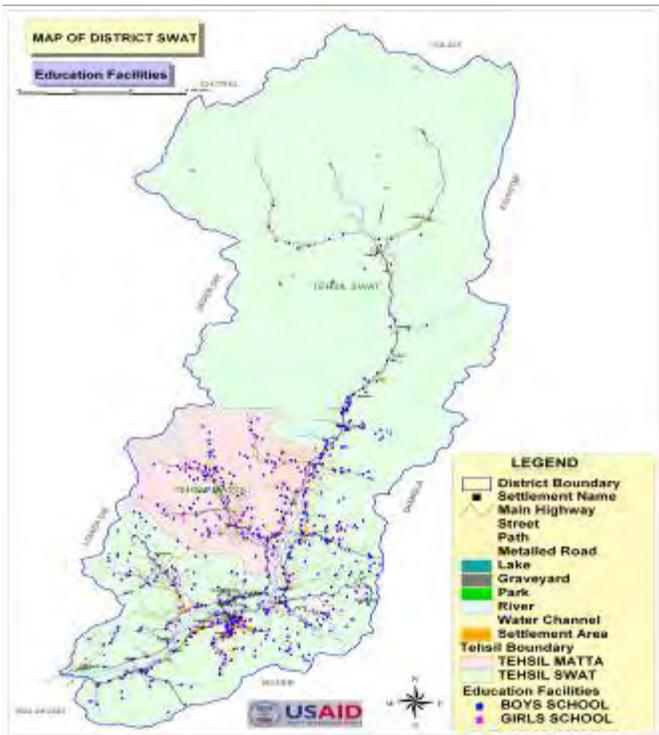


Union Projection

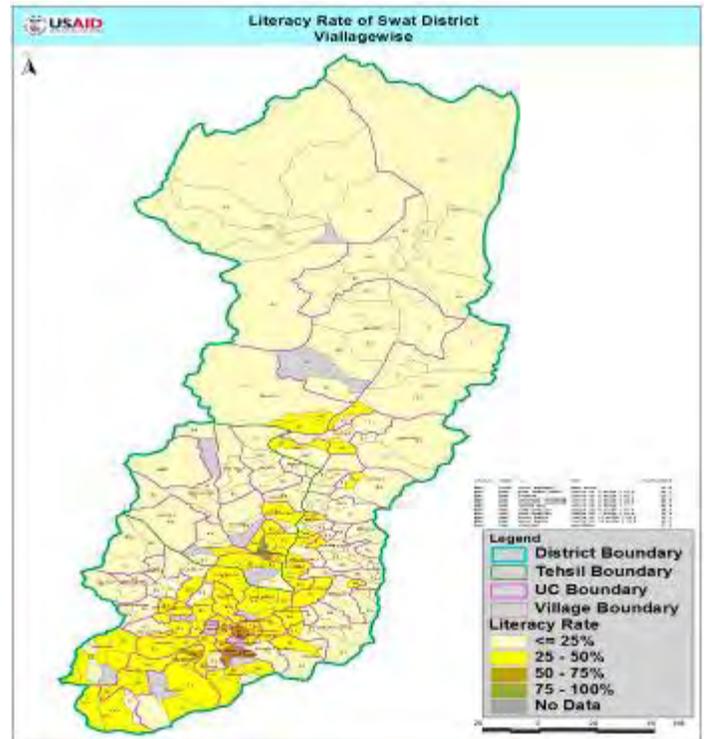
Police Station Jurisdiction Projection



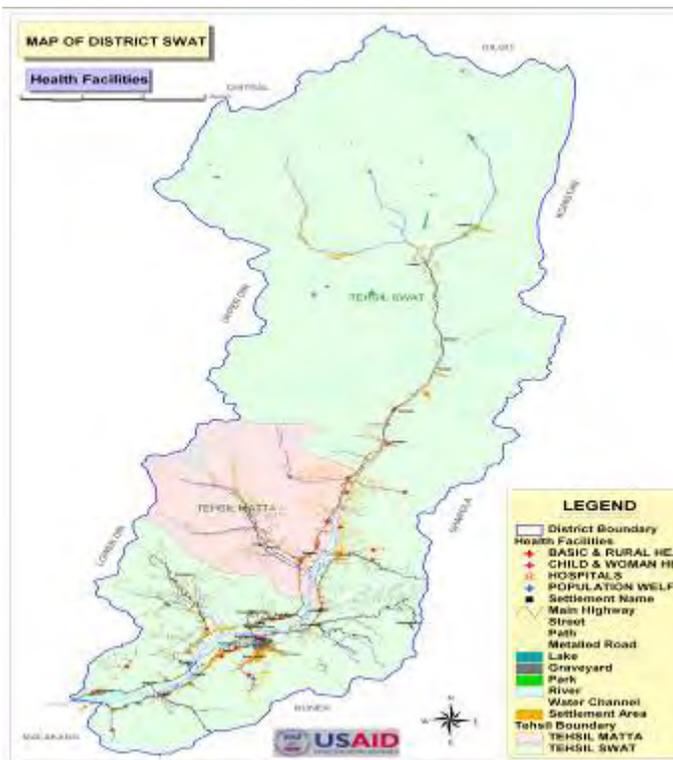
Education Facilities Projection



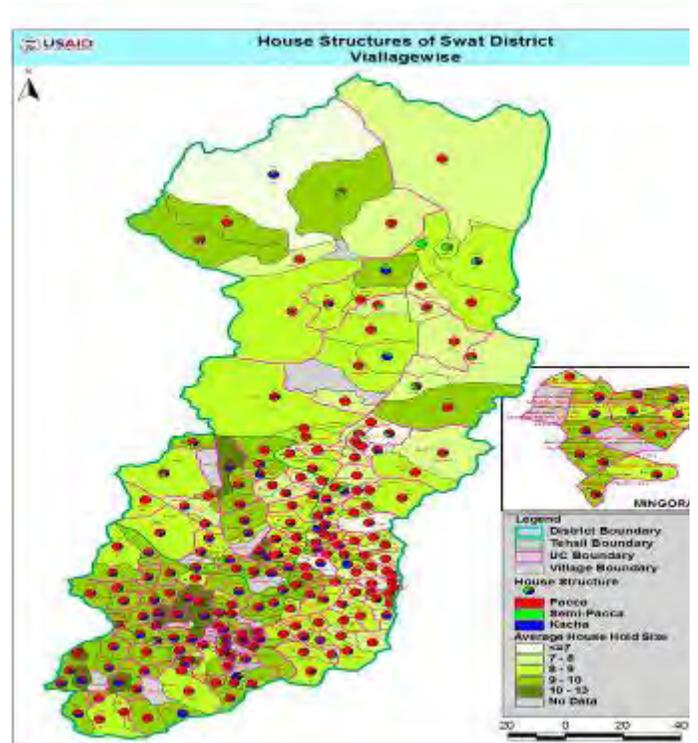
Literacy Rate (NARIMS + Census)



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

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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
What Cities, Towns and Villages Can
We Learn?

انصاف و یقین برقرار

USAID
FROM THE AMERICAN PEOPLE

2

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
What Cities, Towns and Villages Can
We Learn?

انصاف و یقین برقرار

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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

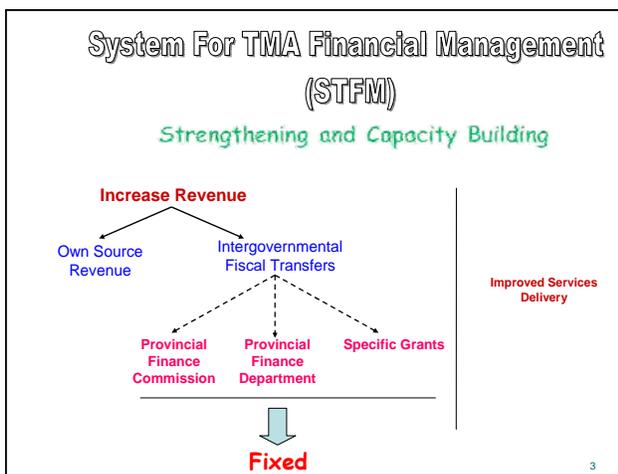
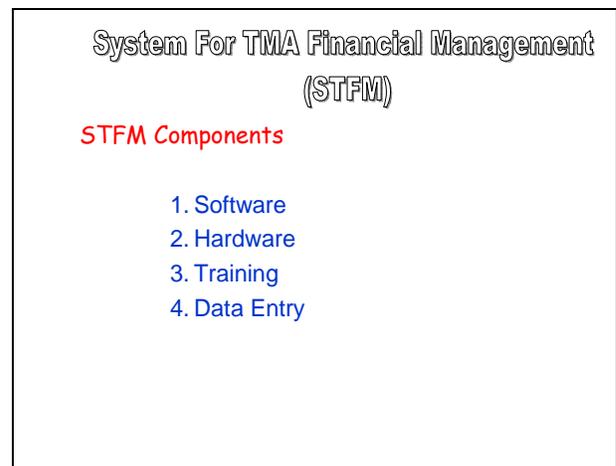
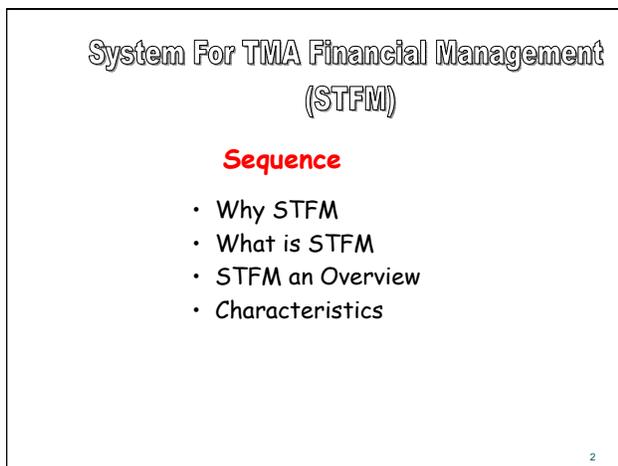
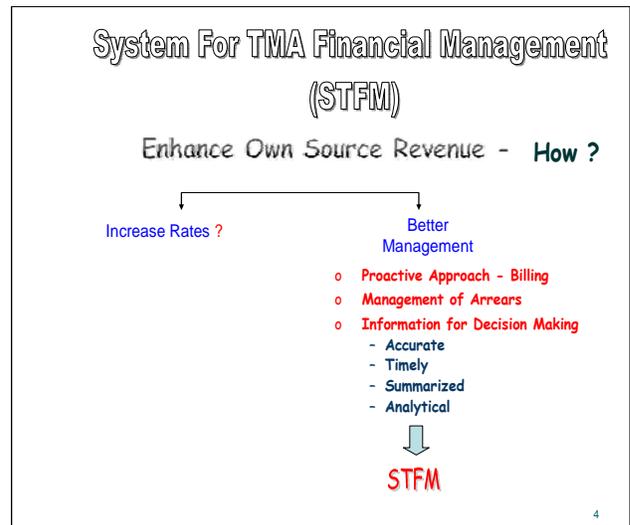
- The tool was piloted at Narowal
- The results could not be shared with the Narowal District Government due to expected changes in the Local Government set up

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.

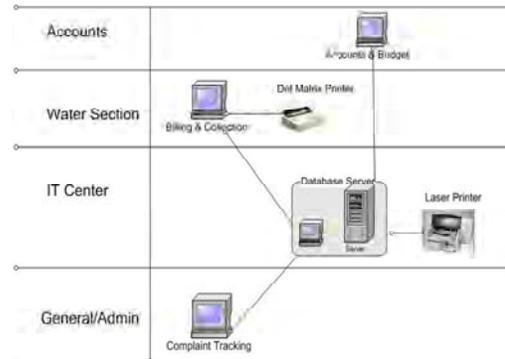


Revenue Collection

- 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

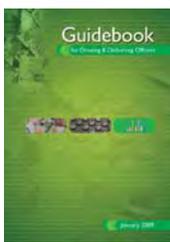
- » Initial Visits
- » Hardware and Networking
- » Training
- » Data Entry
- » Operationalization Visits
- » Technical Support
- » Follow up

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 not 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

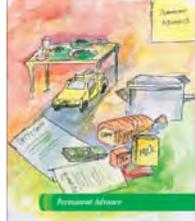
- Roles and responsibilities of DDOs
- Budget
- Receipt and payment of public money
- Contracts, Procurement and Stock Taking
- Sanctioning of expenditure
- Permanent Advance
- Establishment
- Joining Time
- Preparation and submission of claims
- Travelling Allowance
- Fixation of pay and service verification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

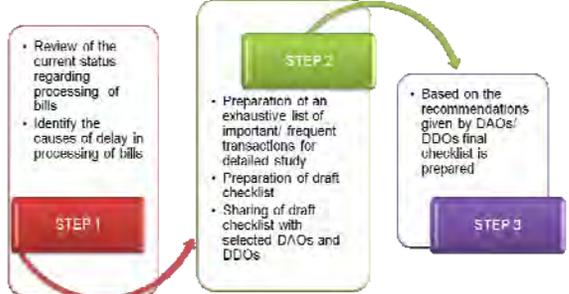
Checklist for Speedy Processing of Bills

in

selected DTW partner districts

Saturday, February 06, 2010 1

Methodology and Time Frame



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

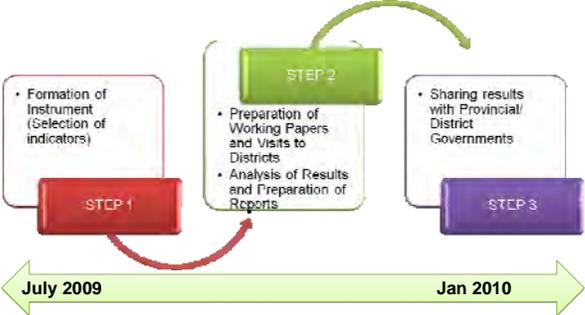
Financial Risk Assessments

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



5 Policy Review

1 Budget Preparation

2 Budget Execution

3 Accounting and Reporting

4 Audit and Legislative Oversight

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

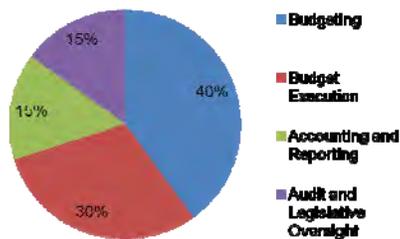
NWFP	<ul style="list-style-type: none"> • Mardan • Mansehra
Sindh	<ul style="list-style-type: none"> • Sukkur • Matiari
Punjab	<ul style="list-style-type: none"> • Khushab • Mandi Bahauddin • Vehari

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

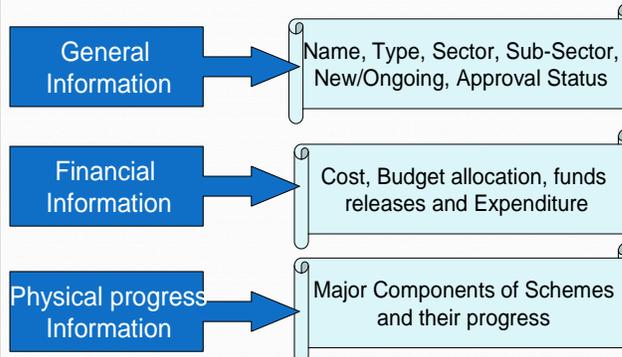
- compilation of **ADP**
- monitoring of development schemes

FOR

- efficient and effective schemes implementation & resources utilization
- 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"/> On-Going	<input type="radio"/> Urban <input type="radio"/> Rural	<input type="radio"/> ADP <input type="radio"/> CCB <input type="radio"/> Tied Grants
Grant #		Scheme #		Financial Year	
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

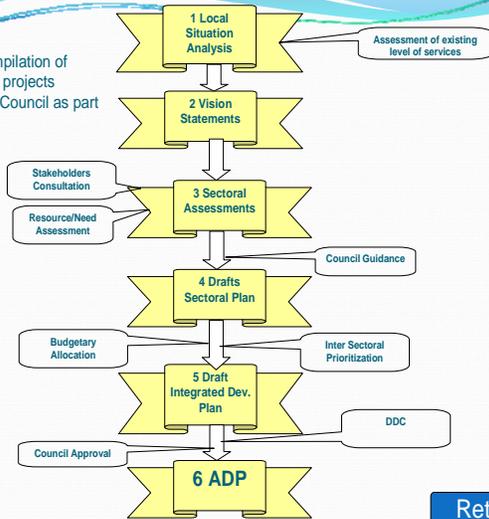
• **H. General Recommendations if any**

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



ANNEX-H (SERVICE DELIVERY GROUP PRESENTATIONS)



Districts That Work (DTW) Project

Introduced

Performance Management System for School Improvement

first time in Pakistan...

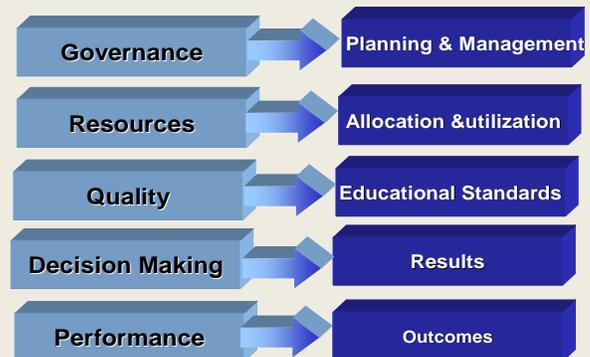
Rationale

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

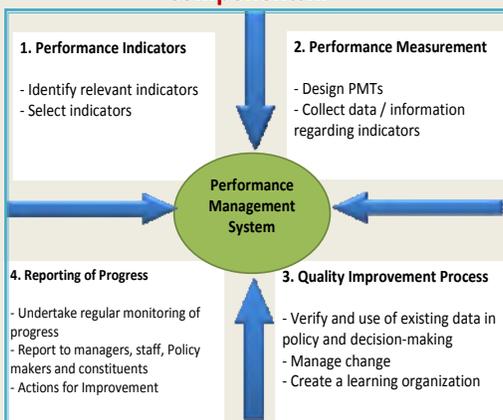
...performance management tries to develop skills of people to achieve their targets

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)

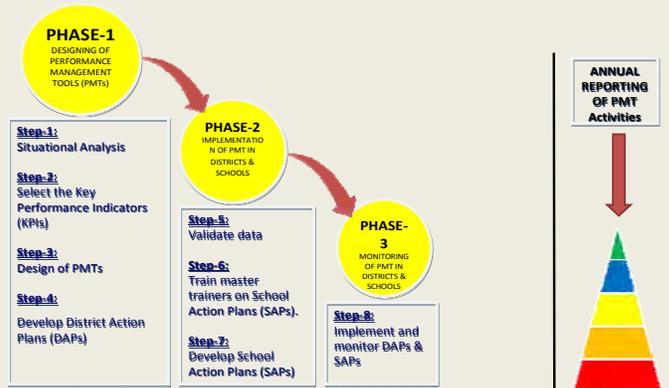
- **Promotion rate:** is the proportion of pupils who have successfully completed a grade and proceeded to the next grade the following year.
- **Repetition rate:** the proportion of pupils who repeat a grade once or twice.
- **Drop-out rate:** the proportion of pupils who leave the system without completing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

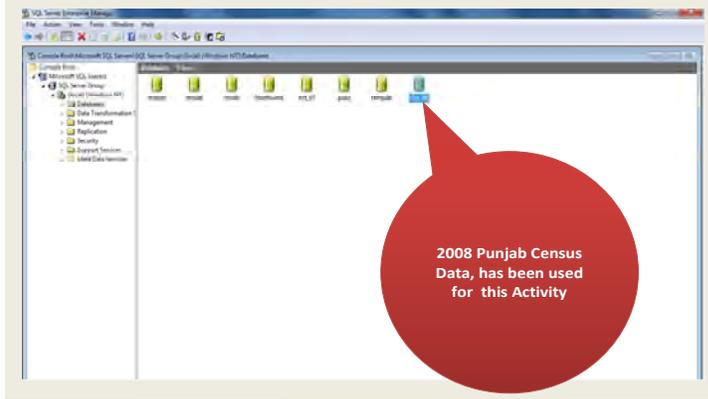
...Identification of major issues and problems in selected low performing schools

...Analysis of issues and problems

...Actions for improvement



PMIU EMIS data is used for this Tool # 01



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)

Muhammad Mushtaq Shafi
4478822; DR: 453-3325884

Designation: EDO (Ed) | District: Gujrat

Date Approved: 21/03/09 | Target Date: 31/03/09

Activity / Action to Achieve the Output	Responsible	Financial Allocation	Source of Funding	Collaboration w/ Stakeholders	Start Date	Completion Date
1. Training	Building Dept	April 2009	April 2009
2. EC Infrastructure	EDUCATION	April 2009	May 15, 2009
3. EDUCATION	EDUCATION	May 16, 2009	May 30, 2009
4. Work Allocation	Building Dept	June 2009	JUNE 2009
5. Completion of projects	Building Dept	March 2009	...

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

DAP were designed with some specific targets

TARGET TIME LINE are defined for their monitoring



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)

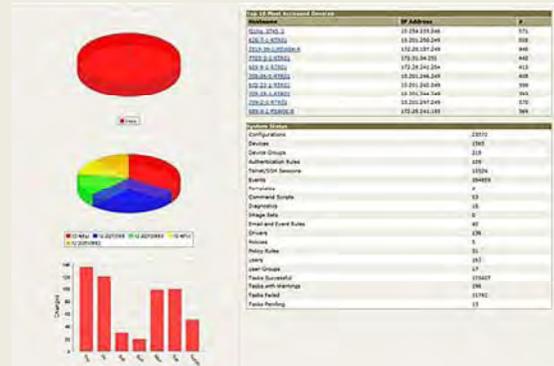
Result is "Average"

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

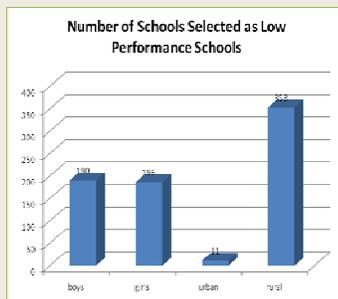
Number of Selected Low Performance Schools

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	Highest Reputation	Missing Facilities					Furniture		SC Meeting	Teacher (Required/Actual)	Classroom (Classrooms)
				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	18	10	10	17	10	23	10	9	13	
6	Gujrat	80%	2	12	8	4	16	16	17	23	14	9	
7	Narowal	52%	1	7	8	7	12	12	25	15	8	12	
8	M.B.Din	50%	1	7	11	10	13	25	22	19	15	9	
9	Hafizabad	46%	4	13	8	8	28	21	23	13	16	14	
10	Khanewal	68%	3	13	13	16	19	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

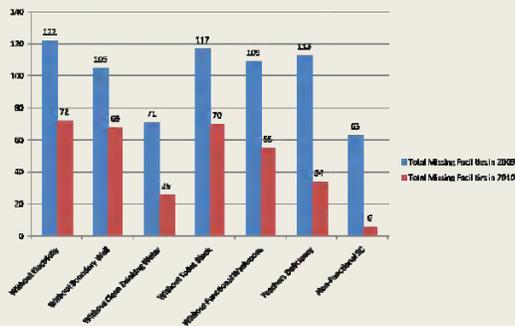
Results of PMT Exercise-1

	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

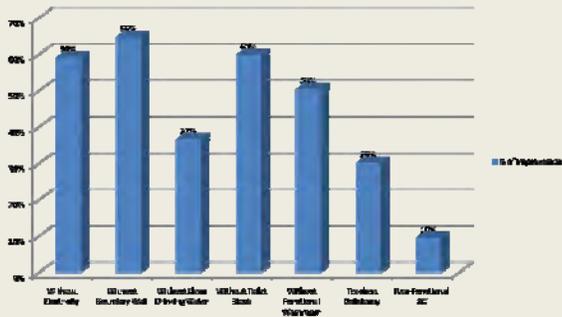


Highlights

- 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

% of Improvement



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

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%)

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

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

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

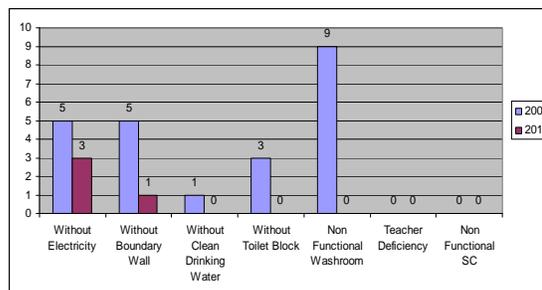
Major Steps Taken

- 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

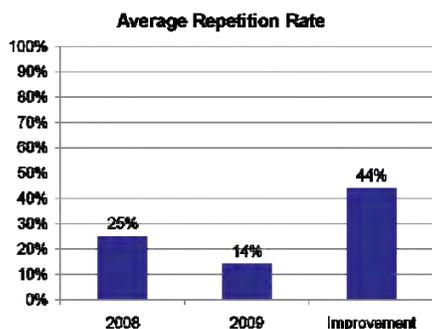
Major Steps Taken

- 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”

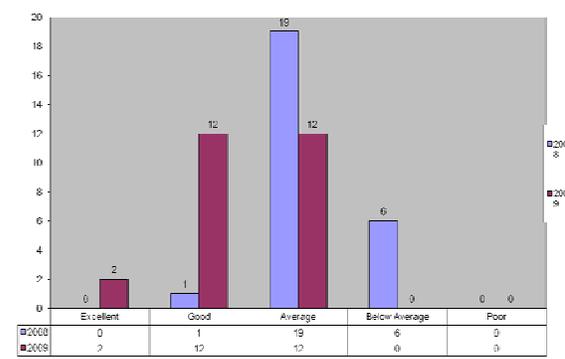
Comparative Analysis of Missing Facilities in Low Performing Schools



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

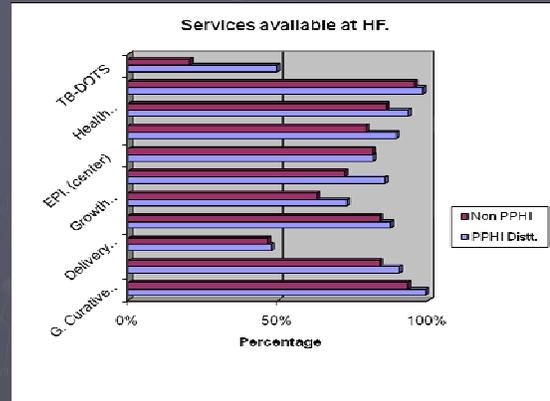
PPHI - Findings of the Study

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

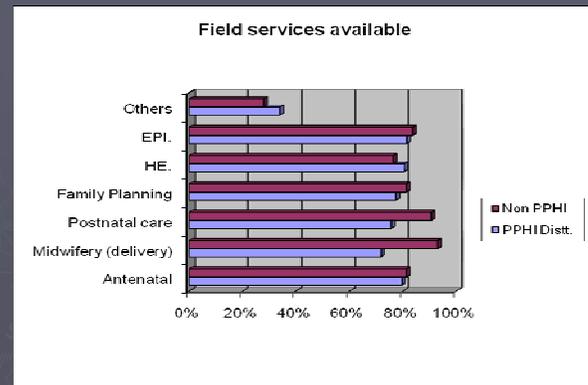
4. Patients/clients are more satisfied with the provision of health services in PPHI managed BHUs
5. Role of Support Group in preventive activities, conduction of health awareness sessions in the community is not commendable
6. No difference in Knowledge of Mothers on danger signs of Diarrhea and Acute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

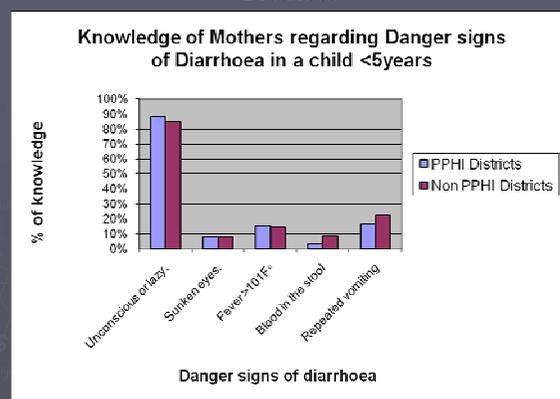
Curative Services in PPHI & Non-PPHI Districts



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)



RECOMMENDATIONS

1. Effective coordination among donor agencies, civil society organizations & government bodies to avoid duplication in resources (parallel systems) for social sector programs & strengthen existing institutions
2. Social sector programs/projects to increase focus on need-based development process as against a supply driven mechanism
3. Institutional strengthening of provincial DHIS & EMIS for effective policy planning & decision making:
 - a. Data collection mechanism to be strengthened with support of donors & civil society
 - b. 3rd party monitoring of data collection mechanism to be done with support of donors and civil society
 - c. District based planning to be based on DHIS and EMIS data

RECOMMENDATIONS

4. Best practices & tools of donor-funded projects must be ensured to continue in successive projects for ensuring continuity & sustainability
5. Donor aid for social sector delivery to be free from conditions attached
6. Donor projects must provide incentives to cater for mobility of the service providers in Baluchistan geographical context particularly for females
7. Interventions in service delivery must focus on strengthening of basic facilities

RECOMMENDATIONS

8. Donors to build capacity of the govt. to change system from manual to e-governance
9. Donors & civil society to support District governments in improving governance by having district-based websites which should serve as a resource-centre for tools and best practices in governance
10. Donors & civil society to network with the government for allocation of additional resources for social service delivery for Baluchistan province

Recommendations – Governance & Finance Group

- Districts profiles of all districts of Balochistan may be prepared on NARIM for availability of basic data
- An integrated Management Information System should be developed on the basis of different soft wares
- Criteria for prioritization/ ranking of development schemes may be automated
- Scope of SDPT may be enhanced from tracking to evaluation of development projects. The evaluation may be shared with public

Recommendations – Governance & Finance Group

- Provision of hard component may be included in the projects for the districts in Balochistan in addition to soft component
- Mechanism may be developed for donor coordination to take over the useful tools of phasing out projects for sustainability
- Donors may develop new projects for achieving MDGs in Balochistan
- Project should be designed for development of Rules and procedures for new Local Government System

Recommendations – Governance & Finance Group

- Assistance may be provided to Provincial Election Commission for updating electoral rolls on the basis of district/ TMAs and UCs in Balochistan
- Surveys may be conducted for improvement in Own Source Revenue of local governments
- Future projects should be implemented in all or representative districts/ TMAs instead of a few.

Summary recommendations – Governance & Finance

- Districts profiles of all districts of Balochistan may be prepared on NARIM for availability of basic data
- Provision of hard component may be included in the projects for the districts in Balochistan in addition to soft component
- Mechanism may be developed for donor coordination to take over the useful tools of phasing out projects for sustainability
- Donors may develop new projects for achieving MDGs in Balochistan

Summary recommendations – Service Delivery

- Effective coordination among donor agencies, civil society organizations & government bodies to avoid duplication in resources (parallel systems) for social sector programs & strengthen existing institutions
- Institutional strengthening of provincial DHIS & EMIS for effective policy planning & decision making:
 - Data collection mechanism to be strengthened with support of donors & civil society
 - 3rd party monitoring of data collection mechanism to be done with support of donors and civil society

Summary recommendations – Service Delivery

- Best practices & tools of donor-funded projects must be ensured to continue in successive projects for ensuring continuity & sustainability
- Interventions in service delivery must focus on strengthening of basic facilities
- Donors to build capacity of the govt. to change system from manual to e-governance

Summary recommendations – Governance & Finance

- Project should be designed for development of Rules and procedures for new Local Government System
- Assistance may be provided to Provincial Election Commission for updating electoral rolls on the basis of district/ TMAs and UCs in Balochistan
- Surveys may be conducted for improvement in Own Source Revenue of local governments
- Future projects should be implemented in all or representative districts/ TMAs instead of a few.

ANNEX-J (LOCAL GOVERNMENT THINK TANK)



DISTRICTS THAT WORK (DTW) Project

Local Government Think Tank

Saturday, February 06, 2010 1

Donor's perspective

- Provinces involvement is vital in the proposals for investment by the donors
- Need for an informal mechanism to bridge the gap between what is demanded and what is being implemented
- Institutional memory for better coordination with the provinces

Saturday, February 06, 2010 4

New era for LGs

- Post 31st December, 2009 scenario
 - Provinces get the powers to amend the LG laws
 - Amendments presented in the provincial assemblies to appoint the Administrators
- General consensus that the system needs to be revamped
- With the evolution of new LG system new procedures will take place
- Provincial governments would require technical and financial support to manage the affairs of LGs
- LGs would require specific interventions to make the system work for effective governance

Saturday, February 06, 2010 2

DTW's Proposal – An informal Think Tank for LG

- DTW through this conference is proposing an informal Think Tank for the LGs purely for technical purposes.
- The proposed areas of interest may be:
 - **Community linkages**
 - **Networking**
 - **Professional Development**

Saturday, February 06, 2010 5

Why is there a need to fill up the gap

- Demands Vs Supply issue
- New demands/ System in constant flux
- No informal mechanism or forum in place to place suggestions for technical interventions and way forward
- No experience sharing mechanism to share knowledge and plan responses
- Lack of an informal focal point to share new methodologies
- Lesser duplication and better coordination
- Centre of knowledge for the local governments

Saturday, February 06, 2010 3

LG Think Tank – Portfolios

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

Saturday, February 06, 2010 6

Proposed composition

The think tank would include representatives from:

- **Public sector**
- **Local Government**
- **CSOs**
- **NGOs**
- **Academia**
- **Representatives of donor agencies working in the province**



Saturday, February 06, 2010

7

THANK YOU

Saturday, February 06, 2010



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