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# KHYBER PAKHTUNKHWA GOVERNANCE (KPG) PROJECT

## ANNUAL REPORT: YEAR 1

MARCH 2015 – FEBRUARY 2016

**30 MARCH 2016**

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# KHYBER PAKHTUNKHWA GOVERNANCE (KPG) PROJECT

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**MARCH 2015 – FEBRUARY 2016**

**Program Title:** Khyber Pakhtunkhwa Governance Project

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**Contractor:** Development Alternatives, Inc. (DAI)

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## ACRONYMS

|         |  |
|---------|--|
| AIRS    | Automated Information & Reporting System                     |
| CGPA    | Centre for Governance and Public Accountability              |
| COP     | Chief of Party   |
| COR     | Contract Officer's Representative                            |
| CSO     | Civil Society Organization                                   |
| CVSF    | Civilian Victim Support Fund                                 |
| DDGS    | Direct Distribution of Goods and Services                    |
| DDMU    | District Disaster Management Units                           |
| DfID    | Department for International Development                     |
| DGCD    | District Government and Community Development                |
| EMMP    | Environmental Mitigation and Monitoring Plan                 |
| EU      | European Union   |
| FAS     | Field Accounting System                                      |
| FATA    | Federally Administered Tribal Areas                          |
| FISP    | FATA Institutional Strengthening Project                     |
| GiZ     | Deutsche Gesellschaft fur Internationale Zusammenarbeit      |
| GOKP    | Government of Khyber Pakhtunkhwa                             |
| GUC     | Grant Under Contract   |
| KP      | Khyber Pakhtunkhwa   |
| KPG     | Khyber Pakhtunkhwa Governance Project                        |
| LG      | Local Government   |
| LGE&RDD | Local Government, Elections and Rural Development Department |
| LGS     | Local Government School                                      |
| M&E     | Monitoring and Evaluation                                    |
| MOU     | Memorandum of Understanding                                  |
| NOC     | No Objection Certificate                                     |
| PARD    | Pakistan Academy for Rural Development                       |
| PCDG    | Peshawar City District Government                            |
| PDMA    | Provincial Disaster Management Authority                     |

|       |  |
|-------|--|
| S-APS | Semi-Annual Program Statement                              |
| SDPF  | Strategic Development Partnership Framework                |
| SNG   | Sub National Governance                                    |
| SGGP  | Support to Good Governance Program                         |
| STTA  | Short Term Technical Assistance                            |
| TAMIS | Technical and Administrative Management Information System |
| TBD   | To Be Determined   |
| TEVTA | Technical Education and Vocational Training Authority      |
| ToT   | Training of Trainers                                       |
| UK    | United Kingdom   |
| UNDP  | United Nations Development Program                         |
| USAID | United States Agency for International Development         |
| USG   | United States Government                                   |

# PROJECT BACKGROUND

**BACKGROUND:** The purpose of KPG is to strengthen the ability of local state institutions to deliver essential services in conflict-afflicted areas of the Khyber Pakhtunkhwa Province in Pakistan. KPG is designed as a quick and responsive mechanism for supporting transitional activities in the KP Province of Pakistan that reinforce stability, counter extremism, promote democratic advances, strengthen the ability of the provincial government to be responsive to citizen needs, and create opportunities for gender equality and women’s empowerment. In response, KPG project activities are tied to the KP Government’s seven objectives outlined in the KP Government’s Strategic Development Partnership Framework (SDPF). They are:

**Objective 1:** Economic growth and job creation by promoting and facilitating partnership between the public and private sector through more efficient government processes and procedures.

**Objective 2:** Peace building and rule of law through reforms in security and the justice system.

**Objective 3:** Tangible progress in pro-poor sectors, especially health and education.

**Objective 4:** Improved participation and bringing the state closer to the citizen.

**Objective 5:** Improved transparency and accountability.

**Objective 6:** Enhanced fiscal space for economic and social development.

**Objective 7:** Gender equity.

DAI will deliver results by developing complementary packages of assistance that reinforce both the supply and demand side of governance through four main instruments:

- 1. Grants Under Contract (GUC).** The KPG grants program will consist of:
  - In-Kind Grants to procure goods and services to promote the work of targeted government offices, civil society and private sector organizations.
  - Semi-Annual Program Statement (S-APS)—to solicit applications for grants, which will include fixed obligation or simplified cash grants. S-APSs will mainly focus on demand-side accountability and citizen education and align with themes agreed upon during the six-month work-planning process. Implementing a S-APS will broaden competition for KPG funding and add additional transparency to the KPG program development process.
- 2. Programmatic Short-Term Technical Assistance (STTA).** As activity packages are developed, our program development team will identify opportunities for local and international STTA to provide targeted assistance and/or capacity-building advice and expertise to the GOKP or civil society counterparts.

**3. Direct Distribution of Goods and Services (DDGS).** Although DDGS will be limited under KPG, the project team will utilize this mechanism for direct procurement and/or activity implementation when a suitable grantee cannot be identified. This could include direct procurement to respond quickly to an emergency situation or to procure the services of a firm to conduct perception surveys on behalf of the KPG program.

**4. Training.** DAI will engage qualified local organizations to provide training services for KPG, and also maintain the capability to provide training ourselves, mobilizing trainers from our networks of consultants and drawing upon existing training curricula.

## EXECUTIVE SUMMARY

DAI was awarded the four-year, \$22.6 million Khyber Pakhtunkhwa Governance (KPG) Project on March 2, 2015. The following represents the project's first Annual Report, covering the period from March 2015 till the end of February 2016. Over the life of the program, DAI will deliver results by developing complementary packages of assistance that reinforce both the supply and demand side of governance, through grants, procurement, local and international Short Term Technical Assistant (STTA) and capacity building including training and mentoring.

During the first six months of the program, the main focus was achieving smooth operational and programmatic start-up of the program including finalizing project registration and clearance, establishing activity delivery mechanisms, and completing a series of consultations with and analysis of government and civil society stakeholders to determine priority packages of assistance. Included in these measures was the operationalization of Peshawar and Islamabad offices, the pursuit of a No Objection Certificate (NOC) from the Interior Ministry, the signing of a Memorandum of Understanding (MOU) with the Government of Khyber Pakhtunkhwa, and the recruitment of project staff. In addition, the KPG team also began to implement select "quick-win" activities in consultation with stakeholders and USAID.

By the end of the first year of the program KPG had fully established its legal presence and systems, engaged and assessed all major stakeholders, designed activity packages, and conducted numerous activities and initiated additional potential pilot programs based on stakeholder engagement findings. Following the attainment of the MOU and subsequent restrictions on activities being lifted, the KPG project team began to implement newly identified activities as outlined in the workplan. These activities fell into the following eight categories;

- Activity 1: Strengthening Local Governments
- Activity II: Assess GoKP Requirements to Automate Management Processes
- Activity III: Strengthening the Provincial Financial Management
- Activity IV: Strengthening the Provincial Information Department
- Activity V: Streamlining Accountability and Anti-Corruption Efforts
- Activity VI: Strengthening the Right to Information Commission
- Activity VII: Assessing the Viability of Citizen Facilitation Centres at District Level
- Activity VIII: Roadmap for Micro and Small Enterprise Development

By the end of the first year KPG had nearly \$500,000 worth of Grants approved across four different awards with a further two proposals worth nearly \$400,000 nearing final approval. In addition, two more concept notes for Grants are in the pipeline, and nine STTAs have been initiated. Full details of these activities can be found in the subsequent chapters.



# SECTION 1: REVIEW OF KPG START UP ACTIVITIES 2015-2016

The following summarizes KPG start up activities during the first year, which were mainly operational in nature and constituted the bulk of activities during the first six months of the project. The activities were concentrated across three main areas:

- Area I:** Project Launch & Operational-Start-Up
- Area II:** Baseline Data Collection and M&E
- Area III:** Consultation with Supply and Demand-Side Counterparts

## AREA I: PROJECT LAUNCH & OPERATIONAL START-UP

**Establishment of Coordination Mechanisms with USAID:** DAI and USAID/Pakistan held consultations with the Contract Officer's Representative (COR) and held a post award conference to confirm immediate operational and programmatic priorities and discuss how to best engage with the key stakeholders and counterparts. Following this, KPG's Chief of Party (COP) initiated regular consultations with USAID and carried out routine coordination protocols where appropriate.

**Operational Start-up Activities:** DAI successfully launched project start-up, completed required contract deliverables, established office operations in Islamabad and Peshawar, and completed recruitment by securing and onboarding project personnel.

**Legal/Registration:** DAI was required to obtain a No-Objection Certificate (NOC) and a Memorandum of Understanding (MOU) to enable legal operations in Peshawar and KP province. The request for NOC was submitted to the Economic Affairs Division (EAD) on 22nd April 2015 supported by a letter from USAID on 15th May 2015. In the interim, an MOU was signed with the KP Planning and Development (P&D) Department which allowed project activities to commence until the NOC was granted.

**Office Operations:** DAI's operations plan was approved by the COR on 16 April 2015. KPG's first office was set up in Islamabad and operationalized on 13 July 2015 to house the Operations and Finance teams, facilitate procurements, banking, liaise with USAID, and house the project server. Program staff relocated to the Peshawar office which was operationalized on 1 October 2015.

**Personnel/Recruitment:** The five key project positions were filled during the initial phase of the project, including Mr. Temur Aziz (Chief of Party), Mr. Adnan Sher (Deputy Chief of Party), Mr. Javaid Hasan (Director of Good Governance), Ms. Durre Shamar (Director of Community Participation and Public Advocacy) and Mr. Muhammad Ilyas (Director - Grants & Finance). By October 2015, all project personnel including staff in the Peshawar office were recruited. The total number of personnel working on the KPG project at both offices including support staff is 38.

**Security:** KPG mobilized DAI's Global Security Specialist Paraylla Blakaj to ensure the project had the necessary security support systems in place through the execution of project start-up. Ms. Blakaj provided security and logistics support for the start-up team, conducted a security assessment of the conditions in Islamabad and Peshawar, recruited and trained the Security Manager and developed KPG's Security Plan and Traveler Guide. KPG finalized and operationalized its security procedures by 6 July 2015.

**TAMIS:** DAI installed its Technical and Administrative Management Information System (TAMIS) to track progress on operational and programmatic activities, store project documentation, collect M&E data, and facilitate USAID review and approval of activities. TAMIS was installed by Ms. Tanja Lumba (TAMIS Specialist) during March 2015 and further customized in September 2015 during which time project staff were trained on the systems functions and maintenance and whom provide ongoing remote support

**Initial Contractual Deliverables:** KPG adhered to the deliverable schedule outlined in the project contract and tailored its mobilization plan to meet the submission deadlines. The start-up team, with support from DAI Home Office, completed the following deliverables:

- Initial 6-month Work Plan (April 2015)
- Grants Manual (April 2015)
- Procurement Plan (April 2015)
- Environmental Mitigation and Monitoring Plan (EMMP) (May 2015)
- Monitoring and Evaluation Plan (M&E Plan) (May 2015)
- Security Plan (April 2015).

**Activity Development Process and Grant Making and Procurement System:** KPG's focus in the early months was to finalize, in consultation with USAID, the KPG activity development process. A workshop was held with the USAID/COR in April 2015 to complete the process. Following USAID's approval, KPG developed activity concepts which then translated into implementation through one of KPG's instruments. KPG plans to deliver technical assistance through four instruments:

1. Grants Under Contract (GUC);
2. Programmatic Short-Term Technical Assistance (STTA);
3. Direct Distribution of Goods and Services (DDGS); and
4. Training.

KPG's Grants Manual and DAI's Procurement Policies and Procedures served as blueprints for the implementation of activities, including Establishment of Banking Capability; finalization of KPG's Grants and Procurement Plan; Configuration of TAMIS to establish activity work-flow; training for Grants and Procurement staff on the activity development process, grants, and procurement procedures.

## AREA II - BASELINE DATA COLLECTION AND M&E

**Stakeholder Mapping:** KPG understands that identifying and engaging the right partners, as well as understanding their strengths and weaknesses, will be crucial to designing and implementing successful activities. To this end, KPG staff prepared a Stakeholder Map (Annex 1) which highlighted the specific government offices, individuals and civil society organizations to be targeted in activities of the workplan period, as well as potential donors for collaboration.

**Baseline Data Collection and M&E:** One of the immediate start-up priorities was designing and operationalizing KPG's M&E Plan and establishing a credible baseline regarding citizen perception of government and capacity gaps among our counterparts. KPG mobilized Ms. Heather McHugh (Senior M&E Advisor) to support the M&E Plan in consultation with USAID, the KPG team and relevant stakeholders within GoKP offices.

The M&E Plan was submitted to USAID on May 30, 2015. The M&E Plan included the results framework reflecting the development hypothesis of the project and critical assumptions; performance indicator reference sheets for each indicator, including data quality issues, definitions, justification, data collection methodologies, reporting requirements, and data monitoring tables and formats; data tables that summarize the data that will be reported to USAID and approved KPG stakeholders; a performance task schedule; and a change table that documents the rationale for any changes to the M&E Plan.

**Gender Empowerment:** KPG's Directors of Good Governance and Community Participation, Ms. Durre Shahwar, identified champions of gender rights, both from government and civil society, with whom the program can work with to promote overall socioeconomic development of women in the province. In addition she also engaged and consulted with NGOs currently working on empowerment issues to identify innovative approaches for both the supply and demand side. During the first workplan period, the Gender Strategy was drafted and submitted with the proposal.

## AREA III – CONSULTATION WITH SUPPLY AND DEMAND-SIDE COUNTERPARTS

Utilizing the completed stakeholder mapping exercise, KPG began identifying appropriate points of contact within the GoKP and civil society to formally introduce the program. This included outreach to the senior levels of the political and bureaucratic elements of the GoKP to secure their buy-in and support for the program.

**Donors and Projects:** The project team held a number of meetings with senior project leadership of donor funded projects, including the United Kingdom (UK) Department for International Development (DfID) Sub National Governance Program (SNG) and European Union (EU) District Governance and Community Development (DGCD) Program to determine where KPG can support existing activities and avoid duplication. Numerous donor-funded activities are currently being implemented in KP which presents

opportunities for collaboration. The technical team will expand and update the donor table as a complimentary part of the stakeholder mapping process (see Annex 2).

**Government Stakeholders:** The KPG project team established contact with the most appropriate stakeholders in various GoKP Departments such as the Department of Industries, Commerce and Labor, Department of Agriculture, Department of Science & Technology, the Women’s Empowerment Directorate and targeted district-level governments (for a full list see Annex 1). This was done in order to formalize contact with potential partners and create lines of communications for determining future project interventions. To this end KPG organized a series of planning meetings to review existing GoKP reform logframes and develop shared understanding between the GoKP and KPG regarding where and how support can be provided.



**Photo 1: First Steering Committee Meeting, P&D Department 17th December 2015.**

**Civil Society Stakeholders:** On the demand side, KPG Director of Good Governance and Director of Community Participation conducted informal one on one outreach activities to civil society (including NGOs, the private sector, and advocacy organizations) to announce the program and explain KPG’s assistance package development process, including the different forms of support that KPG can provide to units within the GOKP and to civil society. To this end, KPG held a number of workshops to enable more discussion and information sharing, the first of which took place in November 2015.

## **SECTION 2: KPG PROGRESS IN YEAR 2015-2016**

The following section details the progress made under each active project component during the year March 2015 to February 2016, including the details of systems developed and capacity building assistance provided.

### **COMPONENT 1: GRANTS UNDER CONTRACT (GUC)**

During the first program year, there were eight areas in which activities under the Grants under Contract (GUC) component were in progress. This included four grants which had been approved and signed with grantees. Additionally, three other proposals were finalized and ready for submission to USAID, and an additional two concepts are being prepared for submission.

#### **Section 1: Approved Grants**

The following section describes the Grants which have been approved by USAID and are currently being implemented.

##### **1. Training of Local Government Functionaries in KP (G-PES-001)**

As a result of local government elections in Khyber Pakhtunkhwa Province, there are now over 3,500 councils established in the province at the district, tehsil, village and neighborhood level to which over 40,000 councilors (including women, youth, peasants/workers and minorities) have been elected. The Local Government School (LGS) part of the Local Government, Elections and Rural Development Department (LGE&RDD) requested KPG's assistance in providing training to 25 district naib nazims, 138 district councilors, 134 town councilors and 3,300 village and neighborhood councilors belonging to Peshawar District (see Annex 3). In addition, KPG was also requested to print training material which comprise of 5,000 copies of Local Government Act (English version), 20,000 copies of Local Government Act (Urdu version), 20,000 copies of LG Rules of Business, 20,000 copies of TMA Council Rules, 20,000 copies of Trainees' Manual and 4,600 copies of certificates.

The grant for the proposal on Training of Local Government Functionaries by the Local Government School - KPK has been approved by USAID. The total grant value is \$243,462 and the activities under the grant were initiated on 01 Jan 2016, after the grant agreement was formally signed. The grant will contribute towards printing of training material and training Local Government functionaries. A follow up meeting was held with LGS to prepare for the grant award and initiation of project activities.

During the reporting period, the identified printers responsible for producing training material and other documents were provided with the first Purchase Order (PO). In addition, stationary and supplies required for the training were sourced and ordered. The venues for the trainings were identified, security checks carried out and approved and

booking made with venue management. A full logistical plan was prepared by management and the first set of six trainings began on the 29 February 2016.



Photo 2: Training on Local Government Act 2013, Peshawar. 29<sup>th</sup> February 2016

## 2. Institutional Strengthening of Peshawar City District Government (G-PES-002)

Discussions with the KP Local Government, Elections and Rural Development Department (LGE&RDD), the Local Councils Board (LCB) and the Local Governance School (LGS) identified the need for strengthening the newly established local governments in the province. KPG has already agreed to provide training and capacity building to over 4,500 elected representatives belonging to Peshawar District through an in-kind grant. In a recent meeting, the Nazim of Peshawar City District Government (PCDG) identified additional areas for support by KPG. These include further strengthening and improving various management functions through automation, support in developing long-term strategic and sectorial plans, technical assistance and equipment to establish a public facilitation center and a grievance redressal system, and guiding women councilors in utilizing the budget allocated for women development.

To this end the KPG Project plans to:

- Provide short term technical assistance to help PCDG develop long-term strategic and sectorial plans;
- Arrange exposure visits to a functioning facilitation center in Rawalpindi;
- Demonstrate the automated management systems developed for FATA Secretariat;
- Provide short term technical assistance to review the existing grievance redressal system, and make recommendations for improvements.

In developing this concept, a number of meetings were held with the PCDG to identify needs and develop a roadmap for implementation of this activity. The Scope of Work (SOW) was prepared for the STTA that would provide technical assistance in developing long term strategic and sectorial plans. Three candidates were shortlisted from the KPG database of registered consultants and a final candidate identified. A second input for the

exposure visits to the Public Facilitation Center is being finalized. The Grant for \$38,241 was approved by USAID on 14 January 2016.

### **3. Improving Citizens Right to Information in KP (G-PES-003)**

The activity consists of establishing a (Facilitation) Helpdesk at the Right to Information Commission in Peshawar. KPG will support by providing computers, software and full time staff in order to help process (receive, sort and forward) complaints from the public. The Helpdesk will be responsible for directing the complaints to concerned government officials, following up and updating the complainants. The current manual system of lodging and processing complaints will be automated and therefore made more efficient. In addition, Public Information Officers of government departments will be trained on the Right to Information Law to deal with complaints. Members of the Peshawar City District Government will also be trained on a pilot basis to ensure that the government is accountable to its citizens.

Through the project partners Centre for Governance and Public Accountability (CGPA) the KPG Project has agreed to:

1. Install a Complaint Tracking System in KP RTI Commission
2. Strengthen the KP RTI Commission Facilitation Helpdesk
3. Develop and deliver training to more than 250 personnel and publish relevant training material

The grant amount of \$98,203 was approved by USAID on 21 January 2016 with a period of performance of one year. During the reporting period, the Grant Agreement was signed with CGPA on the 14 February 2016 and implementation began thereafter.



**Photo 3: Signing of Grant Agreement with CGPA, February 14th 2016**

#### **4. Enhancement of Development Projects Management System (DPMS) - KP Annual Development Plan (ADP) Management System (G-PES-004).**

In 2013-14, the KP Planning & Development Department (P&DD) initiated a process to automate the formulation of Development budget and projects monitoring. The initiative was funded by PCNA (World Bank). A contract was awarded to Stepnex with the objective to design and develop a system to help bring efficiency and transparency in the budgeting, reporting, and monitoring process of KP's Annual Development expenditure. The system named DPMS was developed and deployed to help automate the ADP budgeting process. It also allows for the M&E directorate of KP to monitor, analyze and record their ADP Monitoring related activities in the system.

The Monitoring and & Evaluation (M&E) Department also uses DPMS to generate different analytical reports to effectively choose projects for field evaluation and record their feedback in the system. The system regularly receives upgrades from the PIFRA, a financial system of record for the government of Pakistan, which helps reconcile the department's reported information with Auditor General System and finance department information. The Chief Secretary of KP regularly conducts monthly review meetings of ADP expenditures on DPMS only. The systems have been used as the official system of record for the last six months.

P&D has requested that the DPMS be upgraded to include features that are present in the Performance Management and Reporting System (PMRS) module that was developed by the USAID funded FISP project. In addition, they have recommended deploying and testing the upgraded DPMS in four districts and across three Departments. The grant amount of \$98,000 was approved by USAID on the 24 February 2016.

### **Section 2: Proposals under consideration**

The following section describes the activities which are currently under review by USAID for formal approval.

#### **1. Support of Automated Information & Reporting System (AIRS) for Directorate of Information and Public Relation (P-PES-002)**

The Information and Public Relations Department, GoKP developed an IT based Automated Information & Reporting System (AIRS) to monitor media (print, electronic and social) around the clock and then share updates and reports regarding performance with relevant end users. The information shared can give insight to users regarding sector-wise public perception and provide clear analytical data for further action. To date, the AIRS is providing meaningful insight for decision making that greatly helps the provincial government in improving service delivery and knowing its strengths and weaknesses.

To further enhance the system's capacity, the Provincial Government is seeking additional technical assistance and some additional equipment and software to strengthen the AIRS and improve its overall functioning and utility. A concept note was



received from Mr. Abid Majeed, Secretary Information, along with an equipment list and areas where KPG can assist.

During the reporting period, the proposal was finalized and a list of equipment determined by an Independent Contractor via a STTA. An RFQ was prepared by the KPG procurement team and advertised in a number of publications. Four firms responded to the RFQ and an evaluation committee chose a vendor based on a technical and cost scores. The vendor was asked to finalize the equipment list and submit a final proposal with plans. At present, the proposal has been sent to the CO by DAI Home Office for final approval before the Grant is issued. The value of this Grant is estimated at \$250,000.

The Independent Contract undertaken for this assignment was:

- Consultant for Establishment of Press Briefing Studio (STTA-AAKBAR-0001).

## **2. Strengthening Excise, Taxation and Narcotics Control Department, GoKP (P-PES-006)**

The Excise, Taxation and Narcotics Control Department is primarily engaged in collection of various provincial taxes such as property and professional taxes, duties, fees and cess, and vehicle tax. It also controls the use of illegal and smuggled vehicles and traffic in contraband and narcotics. Besides regulatory functions, the Department also performs public welfare functions including overseeing tobacco crop development, tobacco production areas and tobacco farmers through utilization of Tobacco Development Cess collected by the Department. The Department is also mandated to register motor vehicle dealers, real estate agents and video cassette shops. The Department carries a distinction amongst the line departments of Khyber Pakhtunkhwa for its three-pronged functions of taxation, regulation and public welfare.

The Department has already in place a comprehensive IT infrastructure to carry out its functions more efficiently and transparently. Both equipment and human resource is fully capable to provide the mandated service and to make significant contribution to internal revenues to the province. Through improvement and upgrades of IT infrastructure, the Department hopes to achieve much higher revenue targets.

During the reporting period the concept was approved by USAID and is now being drafted into a proposal before being resubmitted. The approximate value of the final proposal is \$350,000.

## **3. Strengthening the Provincial Disaster Management Authority**

The Khyber Pakhtunkhwa Provincial Disaster Management Authority (PDMA) has created a comprehensive endeavour towards combatting natural or man-induced disasters at the provincial and local levels and securing lives and livelihoods of the affected people. Constituted under the National Disaster Management Ordinance in 2006, PDMA specializes in mitigation, preparedness and an organized response to a disaster.

Its most important role lies in providing a platform for all provincial departments to come together and strategize management and response to disasters and calamities PDMA works through District Disaster Management Units (DDMUs), led by District Nazims with key government line departments like C&W, Irrigation and Health etc. as stakeholders. DDMUs are the first responders to natural and man-made disasters and need to be fully equipped and prepared for any eventuality. DDMUs are provided essential human and material resources in all 26 districts of the province. In addition, the staff are provided essential trainings to respond to any disaster. However, PDMA still feel that there are significant gaps and deficiencies in the DDMUs which need to be addressed to make these units more effective.

Furthermore, the Government of Khyber Pakhtunkhwa has established a Civilian Victim Support Fund (CVSF) to compensate and rehabilitate the victims and their families on a sustainable basis. Once operational, the Fund will be supervised by PDMA. Since 2001, thousands of civilians have been killed in armed conflicts and terrorism in Pakistan. Many more have been severely injured and disabled while countless survivors and families now struggle as a result of their loss. Among these, the major share of people killed and maimed are from the Khyber Pakhtunkhwa Province. Though compensation can in no way recompense the losses inflicted on the families; it certainly can help those affected rebuild their lives.

PDMA has requested KPG to provide technical support to assist in carrying out a comprehensive assessment of a selected number of DDMUs to identify areas for improvement so that these units are made more responsive and effective in times of emergencies. In addition, technical assistance is needed to develop a roadmap for operationalization of CVSF. KPG will engage the services of a firm to this support to the PDMA. The concept Note for this activity has been approved by the CO and KPG is in the process of developing a grant proposal.

## **COMPONENT 2: PROGRAMMATIC SHORT-TERM TECHNICAL ASSISTANCE (STTA)**

KPG initiated a number of STTAs that were either standalone activities or related to the development of grants concepts and proposals. The details of these are further expanded in the following section.

### **1. Technical Assistance to PCDG to develop long term strategic and sectoral plans (STTA-NKAMDAR-0001)**

The Independent Contractor will assist the Peshawar City District Government (PCDG) in undertaking a strategic planning exercise to develop a 4-year strategic plan and sectoral plans focusing on PCDG's key services. In addition, a capacity assessment of PCDG staff with respect to service delivery will be undertaken. While working in close consultation with the KPG Director of Good Governance and Director of Community Participation and Public Advocacy, the Independent Contractor will engage with selected departments and officials of PCDG, undertake needs assessment and develop a

methodology and plan to identify mechanisms that will ensure effective and transparent results.

The Independent Contractor will be responsible for the following tasks:

- Work with the KPG team to discuss the parameters and scope of technical assistance.
- Hold a strategic planning workshop with select PCDG departments and officials in order to identify strategic priorities and develop a 4-year strategic plan
- Based on the strategic development plan and priorities hold a series of workshops with selected staff and officials of PCDG to develop sectoral plans for key services.
- Undertake capacity needs assessment of PCDG in order to develop a capacity development plan for PCDG officials.

The Independent Contractor will be responsible for the production of a four year strategic plan, sectoral plans for 3-4 priority services and a needs assessment and capacity development plan for PCDG officials.



**Photo 4: Meeting with Women Councilors 14th December 2015**

## **2. Institutional Strengthening of GoKP Provincial Inspection Team (C-NKAMDAR-0002)**

The Khyber Pakhtunkhwa Provincial Inspection Team (PIT), formerly known as the Chief Minister Inspection Team (CMIT), was established by the provincial government to assist the chief minister in identifying administrative issues and suggest remedial measures to improve the efficiency of the provincial administration with the aim of ensuring "good governance". The PIT has identified a lack of organizational capacity as one of its issues in undertaking its mandated role more efficiently and effectively and has requested KPG to undertake an independent assessment of the PIT to identify institutional weaknesses and recommend remedial measures.

KPG has agreed to provide short-term technical assistance (STTA) to help PIT critically review its organizational mandate in order to identify areas which need further improvement and strengthening for a more effective and efficient role in ensuring good governance.

While undertaking the institutional assessment, the Institutional Development Expert will:

- Review existing mandate, rules of business, staffing and resources and identify gaps and deficiencies
- Based on the reviews, identify areas where government resources could be best utilized
- Make practical recommendations to strengthen the organization
- Propose a workable mechanism for more effective and efficient coordination and cooperation with other government institutions

The key deliverable of this STTA was a comprehensive report identifying gaps and deficiencies and providing recommendations for organizational strengthening with a workable mechanism for coordination and cooperation with other government institutions. The report was approved after review by the Director of Good Governance and input from the PIT. The assessment identified critical areas where KPG can support the PIT in its future institutional strengthening. These are now being formulated into action plans for future implementation.

### **3. Setting up a Citizen Facilitation Centre and developing tourism facilities in Kohat District (STTA-JHASAN-0002)**

The KPG team met with the administrative and political leadership of Kohat District to discuss their governance priorities. One priority activity identified during the meeting was the creation of a Citizen Facilitation Centre in Kohat which will provide easy access to a number of services including domicile certificate, death/marriage/divorce certificates, various licenses, and other services under one roof. KPG is engaging a STTA to define the business processes involved in setting up this facility and also to define the role and responsibility of the district administration to successfully implement it. Based on this report, a Concept Note will be developed and sent for COR approval.

The Kohat Administration also asked for tourist facilities to be provided at the Tanda Dam site as well as at some natural springs in Kohat.

During the reporting period, the Independent Contractor engaged by KPG to assess the feasibility of the citizen facilitation centre completed his fieldwork and is currently working on a report. Further to this an Independent Contractor is being identified to design the tourist facilities.

## **SECTION 3: PROJECTION OF ACTIVITIES TO BE UNDERTAKEN DURING 2016-2017**

Planned activities of KPG during the first six months of Year 2 are summarized in the section below:

### **Activity 1: Strengthening Local Governments in Target Districts**

#### **a) Training of Local Government Representatives**

Key Activities:

- Print training material (revised to April 2016)
- Conduct training of local government representatives (revised to March through June 2016)
- Close out (revised to June 2016)

#### **b) Strengthening Peshawar City District Government**

Key Activities:

- Technical assistance to help develop four-year strategic and sectorial plans (March-April 2016)
- Technical assistance to assess PCDG citizen grievance redressal and feedback mechanism and suggest improvements (March-April 2016)
- Exposure visits of PCDG elected and non-elected functionaries to E-Khidmat Centre in Punjab (April-May 2016)
- Consultations between various service delivery departments of PCDG (May 2016)
- Roadmap for establishment of E-Khidmat Center (June 2016)
- Closeout (June 2016)

#### **c) Assessing Viability of Citizen Facilitation Centre and Recreational Facilities in Kohat District**

Key Activities:

- Technical assistance to assess the viability of citizen facilitation centre (March 2016)
- Technical assistance to conduct feasibility studies of public places for the development of picnic and recreational facilities (March 2016)
- Issue award (April 2016)
- Establishment of citizen facilitation centre (April-June 2016)
- Development of public picnic and recreational sites, if feasible (April-June 2016)
- Closeout (June 2016)

#### **d) Addition of Two More Districts in Khyber Pakhtunkhwa**

KPG will expand its support to two more districts besides Peshawar and Kohat. Bannu and Swabi Districts were selected during a meeting with KP Planning and Development. KPG will visit and initiate a consultation process with key stakeholders i.e. district administration, district government officials and local government elected representatives to assess their needs and develop grants to strengthen governance and improve service delivery in these district.

#### **e) Strengthening Citizen Engagement and Accountability in Target Districts**

Key Activities:

- Hold consultations with key CSOs in selected districts (April-May 2016)
- Identify potential grantees (April 2016)
- Develop grant concept notes for USAID approval (April 2016)
- Issue awards (May 2016)
- Grantees initiate agreed activities (May-June 2016)

#### **Activity II: Strengthening Provincial Planning and Development Department**

Key Activities:

- Issue award after HO approval (March 2016)
- Technical assistance to undertake needs assessment, develop system requirement specifications and develop/modify DPMS (March-August 2016)
- System testing and documentation (August-September 2016)
- Training of staff (September 2016)
- Closeout (October 2016)

#### **Activity III: Strengthening Provincial Information Department**

Key Activities:

- Issue award (March 2016)
- Procurement, installation and testing of equipment (April-May 2016)
- Training of staff, troubleshooting and technical support (May-June 2016)
- Closeout (July 2016)

#### **Activity IV: Strengthening Provincial Excise, Taxation and Narcotics Control Department**

Key Activities:

- Issue award after Grant approval by USAID (April 2016)
- Procurement, installation and testing of equipment (April-May 2016)
- Training of staff, troubleshooting and technical support (May-June 2016)

- Establishment of HR system (April-June 2016)
- Establishment of toll-free helpline (April-May 2016)
- Propose amendments to existing laws and rules of business (April-May 2016)
- Closeout (July 2016)

### **Activity V: Strengthening Provincial Inspection Team**

Key Activities:

- Issue award (April 2016)
- Identification and mobilization of STTAs (April 2016)
- Establishment of internal and external monitoring and reporting systems (May-August 2016)
- Documentation and staff training (May-September 2016)
- Closeout (September 2016)

### **Activity VI: Strengthening the Right to Information Commission**

Key Activities:

- Issue award (January 2016)
- Action plan completed and presented (Feb 2016)
- Implementation of action plan (Mar 2016 to February 2017)
- Closeout (February 2017)

### **Activity VI: Strengthening the Provincial Disaster Management Authority**

Key Activities:

- Issue award (April 2016)
- Technical assistance to undertake needs assessment, identify future requirements and develop roadmap and implementation plans (April-August 2016)
- Closeout (September 2016)

# ANNEX 1: STAKEHOLDER MAPPING

Table 1: Stakeholder map

| – Stakeholder Mapping   |   |   |   |
|---|---|---|---|
| <b>SDPF Objective 1: Economic Growth and Job Creation</b>   |   |   |   |
| <b>Donor Coordination</b> – World Bank Multi-Donor Trust Fund, USAID Energy, Workforce Development, and Commercial Agriculture Programs; upcoming DFID Enterprise and Asset Growth Program; EU Program for Economic Advancement and Community Empowerment in Malakand |   |   |   |
|   | Supply Side   | Demand Side   | Donor Interventions   |
| <b>Province-Level Counterparts</b>  | Department of Industries, Commerce and Labor                          | KP Chamber of Commerce, Women’s Chamber of Commerce, University of Peshawar, Civil Society Organizations and Non-Governmental Organizations | GiZ: TEVT curriculum development and training of Technical Education faculty.<br>JICA: capacity building of teachers of technical and vocational training centres<br>MDTF Economic Revitalization Project: matching grants, up-gradation support, business development services and common facility centers for SMEs through SMEDA, investment road shows through Department of Industries, Investment Facilitation Authority, and regulatory/ institutional reforms in Department of Industries for private sector development.<br>Pakistan Poverty Alleviation Fund: micro credit to micro and small enterprises.<br>EU Support through TUSDEC for technical training/ placement and entrepreneurship development of school drop-out youth. |
|   | Department of Agriculture   |   |   |
|   | Department of Science & Technology                                    |   |   |
|   | Board of Investment   |   |   |
|   | Investment Facilitation Authority                                     |   |   |
|   | Small and Medium Enterprise Development Authority                     |   |   |
|   | Technical Education and Vocational Training Authority                 |   |   |
|   | Provincial Assembly Public Private Partnership Coordinating Committee |   |   |
|   | SME Bank  |   |   |
| Khyber Bank   |   |   |   |
| Khushali Bank   |   |   |   |
| <b>District/Tehsil/ Municipality/ Village Counterparts</b>  | District, Tehsil, Village and Neighborhood Councils/Administrations   | Trade unions and clusters representing Micro-Small Enterprises  |   |
|   | District Labor Department   |   |   |
|   | TEVTA Technical Education Centres                                     |   |   |
| <b>SDPF Objective 2: Peacebuilding and Rule of Law</b>  |   |   |   |
| <b>Donor Coordination:</b> UNDP Rule of Law Program in Malakand, DFID Aawaz and Aitebaar programs; USAID Conflict Victim Support Program; State Department INL Programs   |   |   |   |
|   | Supply Side   | Demand Side   | Donor Interventions   |
| <b>Province-Level Counterparts</b>  | Department of Home and Tribal Affairs                                 | Bar Associations, Civil Society Organizations and Non-Governmental Organizations  | Aitebaar: increase in public knowledge and awareness about rights, support to individuals and communities throughout their interaction with criminal justice system.  |
|   | Law Department  |   |   |
|   | Judiciary and Judicial Academy  |   |   |
|   | Police Department   |   |   |



|   |  |   |  |
|---|--|---|--|
|   | Provincial Disaster Management Authority   |   | Aawaz: Conflict resolution and political participation activities.   |
|   | Women's Empowerment Directorate  |   |  |
|   | Provincial Commission on Status of Women   |   |  |
| <b>District/Tehsil/<br/>Municipality/<br/>Village<br/>Counterparts</b>  | District, Tehsil, Village and Neighborhood Councils/Administrations                                | Paralegals, Community Based Organizations, Civil Society Organizations, local-level Bar Associations, lawyers                                   | Aitebaar: improvement of service delivery through model police stations and forensic capacities.   |
|   | District Courts  |   |  |
|   | District Police Department   |   |  |
|   | District Disaster Management Authority   |   |  |
| <b>SDPF Objectives 3–6: Progress in pro-poor sectors, Improved Participation and Bringing State Closer to the Citizen, Improved Transparency and Accountability, and Improved Fiscal Space for Development</b>  |  |   |  |
| <b>Donor Coordination:</b> DFID-Sub National Governance, Ilm Ideas, Supply and Demand-side education programs, Aawaz programs, USAID Municipal Services, Education, and Citizen Voice Programs, EU-District Governance and Community Development Program in Malakand, GiZ Support to Good Governance Programme, AusAID Citizen Engagement for Social Services Delivery Project, World Bank Multi-Donor Trust Fund |  |   |  |
|   | <b>Supply Side</b>   | <b>Demand Side</b>  | <b>Donor Interventions</b>   |
| <b>Province-Level<br/>Counterparts</b>  | Departments of Local Government, Elections and Rural Development including Local Governance School | Local Councils Association, IMSciences, University of Peshawar, CSOs and NGOs   | SGGP: communication on LGA, public relations of LGERDD, institutional development of LGS and LCA.<br>CESSD: communication on LGA and institutional development of LGS.<br>SNG: LG rules of business and training material for LG functionaries.<br>MDTF Governance Support Project: citizen report card on 10 services in 10 districts completed through IMSciences. |
|   | Department of Education  |   |  |
|   | Department of Health   |   |  |
|   | Department of Finance and Revenue  |   |  |
|   | Department of Information Technology   |   |  |
|   | Right to Information Commission  |   | CESSD: communication on RTI Act.   |
|   | Right to Services Commission   |   |  |
|   | Accountability Commission  |   |  |
| <b>District/Tehsil/<br/>Municipality/<br/>Village<br/>Counterparts</b>  | District, Tehsil, Village and Neighborhood Councils/Administrations                                | Press clubs, Mishal Pvt Ltd, College of Youth Activism and Development, CBOs, Parent Teacher Associations, small businesses, Aawaz village fora | SGGP: participatory planning and budgeting, solid waste management and local revenue generation in 2 districts.  |
|   | District Education Departments   |   |  |
|   | District Health Departments  |   |  |
|   | District Revenue Departments   |   |  |

|  |   |  |   |
|--|---|--|---|
|  | Tehsil Water and Sanitation Departments |  | <p>CESSD: application of social accountability tools and support to social services committees in 11 districts.</p> <p>SNG: Need assessment of community priorities to improve district planning, budgeting and monitoring, innovative service delivery pilots.</p> <p>Aawaz: raising awareness and providing support to women to participate in local government elections as candidates and voters, forming village and UC level fora for awareness raising, demand generation and accountability of public service provider.</p> <p>DGCD: service delivery improvement through budgetary support and community participation.</p> <p>Pakistan Poverty Alleviation Fund: health, education and political education.</p> <p>EVA-BHN Steering Structure: PSC, Tehsil Advisory Forum, District Advisory Forum</p> <p>Community groups in 13 UCs.</p> |
|--|---|--|---|

**SDPF Objective Seven: Gender Equity**

**Donor Coordination:** DFID-Sub National Governance and Aawaz programs, USAID Citizen Voice Programs and Gender Equity Program, and other USAID programs focused on agriculture and workforce development, UN Women, GiZ

|  | Supply Side   | Demand Side   | Donor Interventions  |
|--|---|---|--|
| <b>Province-Level Counterparts</b>                       | Social Welfare Department   | KP Women's Chamber of Commerce, University of Peshawar Women's Studies Center, CSOs such as Aware Girls, Mehergarh, Khwendo Kor | Aawaz: Improvement of women's political participation at provincial level.<br>Gender Equity Project: enabling women to access information, resources and institutions, and improve societal attitudes towards women's rights issues. |
|  | Women's Empowerment Directorate                                     |   |  |
|  | Provincial Assembly Women's Caucus                                  |   |  |
|  | Provincial Commission on the Status of Women                        |   |  |
|  | Provincial Ombudsman for Sexual Harassment                          |   |  |
|  | PDMA Women's Desk   |   |  |
| <b>District/Tehsil/Municipality/Village Counterparts</b> | District, Tehsil, Village and Neighborhood Councils/Administrations | CSOs, political parties, CBOs, Parent Teacher Associations, Aawaz village fora  | Aawaz: Improvement of women's political participation at local level.  |
|  | District Education Departments                                      |   |  |
|  | District Health Departments   |   |  |
|  | Tehsil Water and Sanitation Departments                             |   |  |

**Table 2: Demand-Side Stakeholder Information**

| Project   | Geographic Area of Work   | Donors/<br>Funding Partners   | Scope of the Program  |
|---|---|---|---|
| Sarhad Rural Support Programme                          | Currently, SRSP has presence in all districts of KP and operates under the endowment fund provided by the Government of Pakistan.                         | European Union, AusAid, CIDA, DFID, UNDP, UNHCR, OSI, ICCO, CAFOD, World Bank funded Pakistan Poverty Alleviation Fund, Government of Khyber Pakhtunkhwa and the Federal Government.  | Institution development and capacity building, Community livelihood and Infrastructure, Peace Building, Governance and Rule of Law  |
| Strengthening Participatory Organization (National NGO) | Work in DIK, Peshawar, Buner and Lakki for Awaaz Project<br><br>In the past SPO has worked almost all the districts                                       | Swiss Development Cooperation, DAI/DFID, UNICEF, European Union, Creative Associates, National Endowment for Democracy, USAID, Karachi Youth Initiatives, Research Advocacy Fund, TAF, PPAF, OXFAM GB, Green Acre Association | Democratic Governance, Social Justice, Peace and Harmony are the main themes of SPO work. Emergency Response Fund has also been included in its overall programming<br><br>Consortium partner for Aawaz Project and working in five districts   |
| Shirtka Gah   | Focused in Swat, Peshawar, Charsadda, Mardan and Swabi  | David Lucile and the Packard Foundation USA, Ministry of Norway NE, Danish International Development Agency   | A feminist and secular organization and believe in equal citizenship<br><br>Thematic Areas include: 1) bodily rights, voice, Environment (for women)<br><br>Focused in activities for women i.e. psychosocial support, income generation activities, networking and GBV referral, management training, research and publication, advocacy through different organized groups of women   |
| Aurat Foundation  | working indirectly in almost all districts of KP<br><br>Works in 5 districts for Aawaz project that includes Mardan, Nowshehra, Kohat, Malakand, and Swat | DFID, OXFAM, UNICEF, Norwegian Church Aid, Norwegian Embassy, Trocaire and USAID, DFID  | 30 years old organization having the following objectives:<br><br><ul style="list-style-type: none"> <li>- Enhancing gender equity by expanding access to justice and human rights</li> <li>- Increasing women empowerment by expanding their knowledge of rights and opportunities to exercise their rights</li> <li>- Combating gender based violence</li> <li>- Strengthening the capacity of Pakistani Organizations that advocate for gender equity, women empowerment and elimination of GBV</li> </ul> |

|              |  |  |  |
|--------------|--|--|--|
|              |  |  | <p>AF played an effective role in allocating 33% quota for women in decision making</p> <p>AF has also been an active partner in creating voice and support for different Bills and Acts that are under progress in KP</p> <p>Under GEP, AF has implemented more than 200 grants that include 35 grants in KP</p> <p>AF is member of different alliances i.e. Aman Etihad, EVWA Alliance etc.</p>  |
| Khwendu Kor  | <p>Work in FATA and KP</p> <p>Regional offices and work in Lower Dir, Upper Dir, Mansehra, Peshawar, Kohat, Karak, Bannu and DIK</p> | <p>Donors are UNICEF, FPAP, SDC, PPAF, IRC, SCF, Inter-cooperation, Development in Literacy, FROK, NVF/Malala Fund, SAHI, TAF/Asia Foundation, OXFAM GB, National Endowment Fund for Democracy, GEP/Aurat Foundation</p> | <p>Established and registered in 1993</p> <p>Work in thematic areas of Education, health, economic empowerment and civil rights to lead to viable village (healthy village)</p> <p>Member of different alliances i.e. Aman Etihad, EVWA Alliance, Pakistan Coalition for Education, Women Chamber of Commerce, Child Rights Movement</p> <p>Established TQK: Takra Qabailee Khwenday (Brave Tribal women) and Hunarmanday Mairmanay ( skillful women group)</p>  |
| Da Hawa Loor | Peshawar and Nowshehra   | Currently no donor is funding this organization  | <p>A woman focused newly established Organization</p> <p>Work on political education of women on voluntary basis since there is no funding available. Also work for awareness on Right to Information Act in Nowshehra</p> <p>Member of Ending Harassment Committee</p>  |
| NRSP         | In KP, NRSP works in Swat, Peshawar, Charsadda, Mardan, Swabi and Malakand   | NRSP's donors are European Union, different banks that support in microfinance, different UN Agencies i.e. UNDP, UNWOMEN and IFAD, Provincial Government, ASP/USAID and Plan International                               | <ul style="list-style-type: none"> <li>- Social Mobilization</li> <li>- Micro Finance</li> <li>- Infrastructure</li> <li>- Health</li> <li>- Education</li> <li>- Gender and Development</li> <li>- Environment and Natural Resource Management</li> <li>- Information Technology</li> </ul> <p>NRSP has created a huge network of settlement, village and UC level Organizations.</p> <p>Organizations have been provided upto 35 million Pak rupees to manage their community development projects</p> |

|  |  |   |  |
|--|--|---|--|
|  |  |   | Organizations are trained and linked with government departments for unmet needs. Local Support Organizations are expected to do this role.  |
| Sungi Development Foundation                     | Sungi works in 5 districts in KP, 2 in AJK, 3 in Punjab and a district in Baluchistan.<br><br>For Awaaz project it works in Abbotabad, Mansehra, and Haripur | PPAF, DFID, Sight Savers, DKH Daikoni, TDH, Care International, EU, USAID through an Intermediary partner AIR                 | The program areas are Good Governance and Democratization, Sustainable Livelihood, Social Services Delivery and Disaster Relief and Management<br>Sungi has:<br><ul style="list-style-type: none"> <li>- Done local advocacy through village, UC and district level organizations</li> <li>- Provided policy recommendations in different issues i.e. the Home Based Policy initiated, Forest policy was also developed and implemented</li> <li>- Sungi also joined hands with different Alliances and links different advocacy groups with government departments</li> <li>- For the past 20 years Sungi has been supporting communities in the development of Inclusive Development Plans and advocating for its resource generation</li> </ul> |
| Omar Asghar Khan Foundation                      | Works for the entire KP province but has strong presence in Hazara region.   | OXFAM GB, Open Society, International Budget Partnership Institute, Safer World, UN WOMAN                                     | The Foundation organizes citizens, strengthen local leadership and institutions.<br><br>OAKF is presently, working with more than 1,000 citizen organizations across the country.<br><br>Has built connections between civil society actors, assisting their engagement with the state to reform policies, institutions and public budgets.<br><br>Worked on increasing livelihood security and respond to disasters.  |
| Center for Governances and Public Accountability | Works in 14 districts of KP<br><br>For Awaaz works in Peshawar, Mardan, Swabi, Nowshetra and Charsadda   | USAID, DFID, OSF, DAI, NED (National Endowment Fund, SNG  | CGPA works through providing support in:<br><ul style="list-style-type: none"> <li>- Participation</li> <li>- Accountability and Transparency</li> <li>- Health and Education</li> </ul><br>CGPA has conducted budget analysis exercises for education and health in multiple districts of KP<br>Carried out community scorecard survey in Nowshetra<br>Created awareness through publications and training  |
| Just Peace Initiative                            | Previously work in all districts of KP except Torghar<br><br>Currently work in Malakand and Hazara division, Peshawar valley including the districts of      | UNICEF, UNDP, UNHCR, UNFPA, UNOCHA, Concern World Wide, Asia Foundation, Center for European Studies, Mennonite University US | <ul style="list-style-type: none"> <li>- JPI promote new strategies for conflict resolution and transformation (ADR mechanism)</li> <li>- Carry out peace education and capacity building</li> <li>- Provide support to victims through psycho social support and restorative justice</li> <li>- Work in Social sector development i.e. health and sanitation</li> </ul>   |

|                                      |  |   |   |
|--------------------------------------|--|---|---|
|                                      | Charsadda, Mardan and Swabi, and Karak in the southern region  |   |   |
| Noor Education Trust                 | Trocaire, Internews, GEP,  | Shelter home is Peshawar based and cater to patient from all cities of Pakistan | <p>Established in 2003 under the Public Private Act<br/>It works on prevention, response and advocacy</p> <p>Prevention: Awareness and education regarding laws and rights<br/>Response: Mera ghar (shelterhome) provide psycho social support, kindergarten and adult literacy, free legal aid to in house (shelter) and outdoor victims</p> <p>Provided support to different acts and awareness i.e. Child Marriages Act, Honor Killing Act, Trafficking Bill, Domestic Violence Bill etc.</p>  |
| UN WOMEN                             | Aim to work in the entire KP   |   | <p>Work for participation and protection of women for the past 7 years in KP</p> <p>WLSR (Women Leadership and Social Reconstruction is the main program, DRR and DRM is also to be worked on</p> <p>Provide support to national and provincial women machinery and also support to Provincial and National Commission on the Status of Women</p> <p>Provide support to Inter provincial Ministerial Groups (IPM) and different Alliances i.e. EVWA (Ending Violence Against Women), Gender Task Force (Humanitarian based but also planning to support in the developmental context)</p> <p>Work for awareness and capacity building of women parliamentarians.</p> <p>Supporting SWD in the development of SOPs for Shelter homes</p> |
| KP Commission on the Status of Women | Overall KP Province<br>District Committees notified in 11 districts and work to be started there in future | KP Government, UNWOMAN, Gender Equity Project/Aurat Foundation and Trocaire     | <p>The KP commission started working in 2010.</p> <p>It works closely with CSOs, NGOs and Government and act as a watchdog on existing and creation of new laws and identifying gaps or any discriminatory laws that may affect women.</p> <p>The commission has a parallel Committee that work on the status of women and has members from parliament including MPAs and CSOs.</p> <p>PCSW has so far worked on<br/>Domestic Violence Bill, Women Empowerment Policy Framework, Acid Burn Control Bill, Policy on household workers, Issue of Internal Trafficking of Women, Sexual Harassment Act of 2011, Early Child Marriages Act. Different NGO have supported in this work</p>   |

|  |  |                   |  |
|--|--|-------------------|--|
| Citizen Engagement for Social Service Delivery (CESSD Project)                     | Peshawar, Charsadda, Mardan, Swabi, Haripur, Kohat, Chitral, Abbotabad, Mansehra, Kohistan and Nowshehra | CIDA              | Primary Education, Basic Health and Drinking Water are the main project areas with Gender and Governance as cross cutting themes   |
| Water for Livelihood Project (W4L)   | Karak, DIK, Chitral and Dir Districts  | Inter Cooperation | W4L works for Rights, Access and Governance in drinking and agricultural water<br><br>Created and supported water user committees and associations in the province and created their byelaws. Built the capacities of local organizations for the past many years in implementation of water related projects  |
| Empower Voice and Accountability for Better Health and Nutrition (EVA-BHN Project) | Peshawar, Nowshehra, Mardan, Swabi, and Haripur districts  | DFID UK           | Goal: Citizens Driven Changes in RMNCH and Nutrition Services<br><br>Health and Nutrition, Policy and Governance<br><br>Increased capacity of citizens to exercise choice in and demand for quality RMNCH and nutrition services<br><br>Increased citizen engagement in the monitoring and accountability of RMNCH and nutrition service delivery<br><br>Increased innovations and out-of-the-box solutions tested to accelerate changes in RMNCH outcomes |

## ANNEX 2

# STAKEHOLDERS CONSULTATION

## DONOR FUNDED PROJECTS

### **Khyber Pakhtunkhwa Governance Project** **Stakeholders' Consultation – Donor Funded Projects**

In order to identify potential areas of support to the Government of Khyber Pakhtunkhwa (GoKP) governance reform initiatives, the Khyber Pakhtunkhwa Governance (KPG) Project held a half-day consultation workshop on Thursday September 10, 2015 at 10:00hrs in its Islamabad project office. The key objective of this consultation was to identify GoKP priority areas in governance reforms that can be supported by the KPG Project while providing complementarity to, and avoiding duplication with, other donor funded programs and projects in the province. Besides KPG, nine donor funded programs/projects participated in the workshop (see Annex – 1 for list of participants).



The workshop started with a welcome note and an introduction of the participants. A detail presentation about the KPG Project background, objectives, potential areas of intervention, potential partners and indicative activities was given which was followed by short presentations by different programs/projects supporting governance reforms initiatives in KP Province.



During the presentations, some areas were identified where these projects could complement or add value to each other's work. In addition, some key interventions were identified that have potential for collaboration and/or replication in the KPG Project target districts. Followings are some potential areas:

- GiZ Support to Good Governance Program (SGGP) and DfID Sub National Governance (SNG) Project have worked with the Department of Local Government and the Local Governance School to develop rules of business for local governments and training material for local government functionaries. SGGP has also trained master trainers from across the province that will be responsible to provide training to local government functionaries in each district. KPG can use these master trainers to provide training to local government functionaries in its target districts.
- Lack of management and implementation capacity of the Local Governance School was identified as a major area that needs attention and serious consideration. It was suggested that a policy dialogue between the Government of KP and donors/donor funded projects may help create this capacity. Once that is achieved, donor projects can work in collaboration to strengthen the School.
- GIZ is also working on strengthening local civil service (Local Council Service) through working with the Local Council Board. In addition, SGGP is working in close coordination with the Local Government Department on public relations for a more effective knowledge sharing and to support dialogue platforms. There is also a component of strengthening of the Provincial Bureau of Statistics which will feed into the decision making process of Provincial Finance Commission award. GIZ is also working with the Provincial Revenue Authority for improving province own source revenues and focusing on enforcement and audit. These are additional areas where KPG cooperation and collaboration could be useful.
- The World Bank Governance Global Practice (GSP) and SNG are supporting the Provincial Government in developing and implementing a service delivery performance management system. The KPG Project can collaborate to further strengthen the system and add value by introducing service delivery improvement models.



- GSP has supported the establishment of Public Private Partnership Unit and the Right to Public Services Commission at the provincial level and service delivery centres at the district level. KPG can further support in strengthening the Unit and the Commission and provide additional support to the service delivery centres in target districts to transform these centres into facilitation centres for a number of key services.
- USAID Small Grants and Ambassador's Fund Program, EU District Governance and Community Development (DGCD) Program and SNG use grants, civil society organizations and government institutions to help improve services delivery at the local level. Their experience and lessons learned in grant-making and monitoring would strengthen KPG grant delivery mechanisms. Similarly, their work has resulted in mobilization of 7000 CBOs and their networks in Malakand, which could be adopted as partners in future, in case KPG decides to work there.
- The decision to allocate 30% of the ADP funds to the Local Governments (Rs. 8.5 bn for districts, Rs. 8.5 bn for tehsils and Rs. 7.5 bn for village and neighborhood councils) to be disbursed in the current financial year for utilization of community development program would put enormous pressure on the new councils formed under the LG Ordinance. Capacity building initiatives will be required to meet this new challenge. SNG has taken an initiative on their training in financial management and planning.
- The AusAID Citizens Empowerment for Social Services Delivery (CESSD) Project has successfully used social accountability tools and supported social services committees and networks in education, health and water supply and sanitation sectors in eleven districts of KP. Since the project is coming to an end, it will be very useful not only for KPG but other projects to learn from CESSD experiences and where feasible, replicate or further support these interventions in their target districts. It was also discussed that some of the interventions that were planned but could not be implemented due to budget and time constraints can be taken on by KPG, should the project have budget availability.
- GiZ is supporting the Provincial Government in revising/updating its technical and vocational education curricula and building staff capacities of training institutes across the province. The Multi Donor Trust Fund (MDTF) through the Small and Medium Enterprise Development Authority (SMEDA) is providing matching grants, up-gradation support, business development services and common facility centers to micro, small and medium enterprises. USAID has helped the Provincial Government establish a Technical Education and Vocational Training Authority (TEVTA) to provide an institutional mechanism to accelerate skills development and employment generation in the province. All these efforts offer an opportunity for KPG to support the KP Government in stimulating economic growth and job creation especially for women and youth.
- SNG is supporting the Provincial Finance Department in strengthening the public financial management systems whereas SGGP is assisting the Provincial Revenue Authority in revenue forecasting, broadening sales tax base, audit and enforcement. Both these efforts are aimed at enhancing fiscal space thus creating much needed resources to improve services delivery. Some of the areas where SNG has been focusing on include preparation of budget call circular and budget preparation for local governments as well as output based budgeting for the provincial government. In addition, SNG has been working on a performance management framework both at provincial and district levels whereby KPIs for different departments have been introduced. KPG can work with both the Finance Department and Revenue Authority to further strengthen and complement these efforts.

Before closing the workshop, KPG Project thanked all the participants for their time and valuable input. The participants appreciated the KPG Project efforts to bring together all relevant projects supporting KP governance reforms. It was suggested that such meetings should be held regularly on at least quarterly basis to further enhance cooperation and collaboration among the donor funded programs/projects.

### **List of Participants**

1. Saeed Siddique, Chief of Party, USAID Small Grants and Ambassador's Fund Program
2. Khalid Khan, Provincial Team Leader, DfID Sub National Governance Program
3. Shakeel Kakakhel, Team Leader, DfID Rule of Law and Peace Support Program
4. Catherine Froehling, Head of Governance Program, German Development Cooperation (GiZ)
5. Adi Walker, Principal Advisor, GiZ Support to Development Planning Project
6. Brian Fawcett, Team Leader, EU District Governance and Community Development Program
7. Cory Leblanc, Project Manager, Citizens Empowerment for Social Services Delivery Project
8. Amanullah Khan, representing UNDP Decentralization and Local Governance Program
9. Sher Shah, Senior Public Sector Specialist, World Bank Governance Global Practice

|  |  |   |
|--|--|---|
| <b>Economic Growth and Job Creation</b>                      | <b>GiZ</b>   | <b>TEVT curriculum development and training of technical education faculty</b>  |
|  | JICA   | Capacity building of teachers of technical and vocational training centres  |
|  | MDTF through Small and Medium Enterprise Development Authority       | Matching grants, up-gradation support, business development services and common facility centers for SMEs   |
|  | EU Support through Technical Upgradation & Skill Development Company | Technical training/ placement and entrepreneurship development of school drop-out youth   |
|  | World Bank Governance Global Practice                                | Operationalization of Public Private Partnership Unit   |
|  | Pakistan Poverty Alleviation Fund, SME Bank, Bank of Khyber          | Credit to micro and small enterprises   |
| Pro-poor Service Delivery and Improved Citizen Participation | GiZ Support to Good Governance Program                               | Communication on LGA, LG rules of business, institutional development of LGS and LCA, training of local functionaries,  |
|  | GiZ Support to Development Planning                                  | Development planning of village councils  |
|  | AusAID Citizens Empowerment for Social Services Delivery Project     | Institutional development of LGS, awareness raising, accountability tools and support to social services committees   |
|  | DfID Sub National Governance Program                                 | Support to developing institutional mechanisms for governance reforms, development planning, PFM, performance monitoring system, LG rules of business and training material |
|  | MDTF Governance Support Project                                      | Citizen report cards  |
|  | EU District Governance and Community Development Project             | Capacity building and budgetary support to district administration to improve service delivery  |
|  | USAID Small Grants and Ambassador's Fund Program                     | Support to education sector through civil society organizations   |

|                                       |   |   |
|---------------------------------------|---|---|
|                                       | World Bank Governance Global Practice                 | Strengthening Provincial Monitoring and Evaluation Directorate, Service Delivery Performance Management Cell, e-Citizen Grievance Redressal Centre, establishment of Right to Public Service Commission, support to land records computerization and service delivery centres |
| Peace Building and Rule of Law        | DfID Rule of Law and Peace Support Program (Aitebaar) | Capacity building in investigation, gender sensitive and community policing, establishment of model police stations, public awareness about rights, support to individuals and communities throughout criminal justice system   |
|                                       | DfID Voice and Accountability Program (Aawaz)         | Conflict resolution and political participation activities  |
|                                       | World Bank Governance Global Practice                 | Support to KP Judicial Academy and Provincial Ombudsman Office, establishment of e-Citizen Grievance Redressal Centres in Peshawar High Court   |
|                                       | UNDP Rule of Law                                      | Support to KP Judicial Academy  |
| Transparency and Accountability       | World Bank Governance Global Practice                 | Strengthening, restructuring and re-organization of provincial anti-corruption establishment  |
| Enhanced Fiscal Space                 | GiZ Support to Good Governance Program                | Strengthening Revenue Authority in revenue forecasting, broadening sales tax base, audit and enforcement  |
| Gender Equality and Women Empowerment | GiZ Support to Good Governance Program                | Preventing violence against women   |

# ANNEX 3:

## WORKING GROUP MEETING REGARDING LG TRAINING PLANS

**Minutes of the 1st Working Group Meeting, regarding LG Training Plans**  
at Local Governance School Peshawar, dated September 16, 2015

A meeting of the relevant development partners, Government of Khyber Pakhtunkhwa was held on September 16, 2015 at Local Governance School, LG&RDD, Hayatabad Peshawar. List of participants is attached. Meeting discussed the following agenda;

**Agenda:**

1. Opening remarks by LGE&RDD and update on establishment of local governments in KP;
2. Formation of Working Group-composition and Terms of Reference;
3. Presentation by each development partner on their core area of interventions
4. Discussion led by LGE&RDD on developing synergies and future course of action.

The Director Local Governance School (LGS), gave a comprehensive briefing on the local government transition in Khyber Pakhtunkhwa with special reference to the legal framework, institutional set up and training priorities for the newly inducted elected local governments. He also shared LGS approach to the training needs and informed the participants about the progress made so far towards development of training materials (both for trainers and trainees) and Training of Trainers (TOT) conducted by the LGS in partnership with the GIZ-SGGP in KP. He informed the meeting that due to convening this 1st working group meeting on short notice, representative of GIZ could not join. Hope they will be available for subsequent meetings and consultations. He also informed the forum about his department MOU signed with UNDP for technical support to LG&RDD in LG transition.

Director LGS highlighted the areas for training and technical cooperation and sought suggestions and proposals from the development partners to play their role at this important juncture of local government transition. It was also informed that because of the multiple training events, scheduled to be conducted in all the districts of KP, there is urgent need for the local government department and its development partners to form a coordination working group at operational level under the Strategic Development Partnership Framework (SDPF) to avoid duplication and wastage of time and resources and to develop synergies for better results. Such forum will be reporting to and seeking guidance from Sectoral Coordination Committee (SCC) on need basis.

Taking part in the discussion, the representatives of the development partners appreciated the idea of such a working group and agreed in principle that Local Governance School, should take a lead role in this endeavor. Each organization also shared the broader technical areas of their working and assured full cooperation to facilitate the government in conducting timely trainings of local councilors and government officials within their domain and resources. They also appreciated the training calendar prepared by the LGS and expressed the hope that this matrix will help the development partners come up with clear commitment for support and cooperation.

After detailed discussion on different aspects of the training plans and role and mandate of the working group, the following decisions were made and action points were agreed.

**Decisions and Action Points:**

1. Director LGS will circulate the proposed training calendar for local councilors to all the development partners to enable them book the slots and events for themselves to run the training events in partnership with LGS in their project districts. **(Action by Director LGS).**

2. It was also agreed in principle that instead of developing and running parallel training modules for local councilors and Nazimeen, development partners shall use the existing training material developed by the LGS with slight adjustment in training delivery session plan where deemed necessary to accommodate any additional topic or theme relevant to the functions of the local councilors and important from the view point of development partners. However, such adjustment shall be subject to prior consultation and approval of the LGS. **(Action by All Development partners and Director LGS).**

3. Team Leader SNG-KP will develop a draft on the composition and Terms of Reference (ToR's) of the LGS-Working Group which will be finalized and notified in consultation with the development partners; **(Action by Team Leader SNG-KP).**

4. Representative of SRSP-CDLD (EU) Malakand re-affirmed his commitment of August 21, 2015 for sponsoring all the training events (at three tiers) in six out of seven districts of Malakand Division under the mandate of their EU project and hoped the MOU to this effect will be finalised very soon. **(Action by SRSP-CDLD-EU Malakand).**

5. In response to Local Government Department' request, the SNG will sponsor and organize the Provincial level event namely "Orientation and Training workshop for District Nazimeen of KP" scheduled for Oct 5-6, 2015 for which all necessary preparation have been made in consultation with LG&RDD. SNG also assured for sponsoring the 3-days training workshops for the members of district councils in the SNG focus districts; **(Action by Team Leader SNG-KP).**

6. Mr. Brian Fawcht, Team Leader, Human Dynamics (DG, LD) Malakand project assured full cooperation to the LGS and formally requested Director LGS to support their team in development of suitable training material on theme around "community participation" in the light of new Local Government Act, 2013 and relevant rules and regulations. Director LGS will intimate a date and time for this purpose soon. **(Action by Director LGS).**

7. EVA-BHN will support the LG Department in its interventions including district government training especially focusing on bringing the 'voice' of communities to the policy and decision makers. It was also suggested to include CBM and GRM

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modules into the LG Training Manual. Both EVA-BHN and LGS team would set together to finalize its modality subject to concurrence by the donor agency. **(Action by Director LGS and Team Leader EVA-BHN).**

8. Mr. Javed Hassan Director KP Governance Project (USAID) will inform the Director LGS in next few days regarding the approval and signing of their proposed MOU between the Government of KP and USAID. He expressed willing to contribute to the local councilors training calendar of LGS and other training needs of local government department. **(Action by Director KP-Governance Project).**

9. Local Governance School, shall acknowledge the contribution of each development partner in all its publications and official communication related to the training activities. **(Action by Director LGS).**

10. Development partners requested for permanent faculty and management for the Local Governance School to ensure that it leads the training process for local governments in a systematic and sustainable manner. **(Action by Secretary LG&RDD).**

11. All Development partners shall make efforts to utilize the services of Master trainers and trainers of Local Governance School (trained through GIZ programme), in the district level workshops and events with uniform rates of remuneration. However, the development partners may supplement such events through additional resource persons and experts. Director LGS will forward a list of such trainers and uniform rates of remuneration to the development partners. **(Action by Director LGS).**

12. It was also agreed, that SNG will develop an outline for the training module for district government officials on the basis of new Local Government Act, 2013 and budget rules and P&D guidelines. This will be shared with all the development partners through the working group forum for review and refinement. Once finalized, the LGS will notify it as the official training module for training of local government officials. **(Team Leader SNG-KP)**

Meeting ended with vote of thanks.



**Table 3: List of Participants/ Attendance Sheet**

**Event title/ Subject:**

**1st Working Group Meeting for Capacity Building of Local Governments in KP**

**Date: 16th September, 2015**

| S. No | Name              | Designation                 | Department/ Organization        | E-Mail | Contact No. |
|-------|-------------------|-----------------------------|---------------------------------|--------|-------------|
| 1.    | Said Rehman       | Director                    | LGS                             |        |             |
| 2.    | Khalid Hussain    | Programme Manager           | SRSP DGCD-CDLD                  |        |             |
| 3.    | Riaz Khan Daudzai | Communication Expert        | UNDP                            |        |             |
| 4.    | Waqar Akhtar      | Capacity Development Expert | UNDP                            |        |             |
| 5.    | Khalid Mehmood    | Provincial Team Leader      | DFID EVA-BHN Khyber Pakhtunkhwa |        |             |
| 6.    | Maqsood Jan       | CDLD-Advisor                | HD-EU                           |        |             |
| 7.    | Brian Fawcht      | Team Leader CDLC TA         | HD-EU                           |        |             |
| 8.    | Khalid Khan       | Team Leader                 | SNG-KP                          |        |             |
| 9.    | Javeed Hassan     | Director (G)                | KPGP (USAID)                    |        |             |
| 10.   | Usman Khan        | Research Analyst            | SNG-KP                          |        |             |
| 11.   | Nizam uddin       | Communication Specialist    | SNG-KP                          |        |             |
| 12.   | Ms.Nida Hameed    | Financial Consultant        | SNG-KP                          |        |             |
| 13.   | Ayesha Sadaf      | Junior Consultant           | SNG-KP                          |        |             |
| 14.   | Riaz Ahmad        | Training Coordinator        | LGS-LG&RDD                      |        |             |
| 15.   | Naseer Ahmad Khan | Training Officer            | LGS-LG&RDD                      |        |             |