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KHYBER PAKHTUNKHWA GOVERNANCE PROJECT

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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 für Internationale Zusammenarbeit
GOKP	Government of Khyber Pakhtunkhwa
GUC	Grant Under Contract
IDS	Integrated Development Strategy
KP	Khyber Pakhtunkhwa
KPG	Khyber Pakhtunkhwa Governance Project
LG	Local Government
LGS	Local Government School
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NDMA	National Disaster Management Authority
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
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USG	United States Government

EXECUTIVE SUMMARY

Development Alternatives, Inc. (DAI) was awarded the four-year, \$22.6 million Khyber Pakhtunkhwa Governance (KPG) Project by USAID on March 2, 2015. KPG will strengthen the ability of local state institutions to deliver essential services in conflict-afflicted areas of the Khyber Pakhtunkhwa Province in Pakistan through responsive activities 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. The KPG project activities are tied to the KP Government's seven objectives outlined in the KP Government's Strategic Development Partnership Framework (SDPF), which focus on Economic Growth and Job Creation; Peacebuilding/Rule of Law; Pro-poor Services, including Health and Education; Transparency/Accountability; Enhanced Fiscal Space; and Gender Equity. KPG emphasizes significant buy-in of local stakeholders.

Over the life of the program, DAI will deliver KPG 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 assistance (STTA) assignments, and capacity building including training and mentoring.

During the first six months of the program the main focus was on 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 were the operationalization of offices in Peshawar and Islamabad, the pursuit of a No Objection Certificate (NOC) from the Interior Ministry, signing of a Memorandum of Understanding (MOU) with the Government of Khyber Pakhtunkhwa, and recruitment of project staff. In addition, the KPG team also began to implement select "quick-win" activities in consultation with stakeholders and USAID.

During the second six months 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. By the end of the second six month period, following the attainment of the MOU the KPG project team began to implement newly identified activities as outlined in the workplan. These activities fell into the following eight categories;

- Activity I: 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 second workplan period, KPG had nearly \$500,000 worth of Grants approved across four different awards and nine STTA assignments had been initiated or had been completed.

The third workplan period (April – September 2016) saw an upsurge in activities with a number of new grants approved and initiated. During this period the project also achieved a major milestone with the successful completion of its first activity, the Training of Local Government Functionaries in KP (G-Pes-001). By the end of the third workplan period, nine grants had been approved with a net value of nearly \$1.2 million dollars. Full details of these different activities can be found in the chapters that follow.

I. INTRODUCTION AND WORK PLAN OVERVIEW

Background: DAI was awarded the four-year, \$22.6 million Khyber Pakhtunkhwa Governance (KPG) Project on March 2, 2015, and the following represents the project's forth six-month work plan. KPG will 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. The KPG project activities are tied to the KP Government's seven objectives outlined in the KP Government's Strategic Development Partnership Framework (SDPF) and the further outlined in the four year Integrated Development Strategy (IDS) published in 2014. 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 KPG 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 an 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.

II. REVIEW OF 3RD SIX MONTH WORKPLAN ACTIVITIES

The following section reviews the Third Six Month Workplan (April-September 2016) activities which includes operational updates but mainly focuses on the programmatic nature of the listed activities. Within the third workplan period, the project successfully transitioned from its startup and initial implementation phase and achieved a major milestone with the successful completion of its first activity in May 2016, Training of Local Government Functionaries in KP (G-PES-001). The review which follows is structured to align with the newly modified project logframe provided by USAID in August 2016.

Outcome I: Service Delivery by Public Sector Strengthened

Output 1.2: Strengthening Internal Management Systems

Activity 1.2.1 Institutional Strengthening of Peshawar City District Government (G-PES-002)

KPG provided an in-kind grant of \$38,241 to strengthen the newly established Peshawar City District Government (PCDG) by developing long-term strategic and sectoral plans, introducing various automated management systems to further strengthen and improve various management functions, assessing the existing grievance redressal mechanism to identify areas for improvement, and providing exposure to a public facilitation centre in Punjab Province in order to explore its replication in Peshawar City. The sectoral plans also included a dedicated plan for women councilors of PCDG to help them utilize the budget specifically allocated for women development. These activities will help the PCDG in developing a long term vision for the development of Peshawar City District, improve its annual planning capacity and funds utilization, introduce information technology solutions to improve internal management and provide various key services to the public under one roof. The grant was approved by USAID on 27 January 2016 and concluded on 15 June 2016. The grant closeout is in process.



Photo 1: Participants brainstorming at Strategic Planning Workshop for PCDG, Peshawar, May 4 2016



Photo 2: Participants prepare presentation at Strategic Planning Workshop for PCDG, Peshawar, May 4 2016



Photo 3: Participants present findings at Strategic Planning Workshop for PCDG, Peshawar, May 4 2016

Activity 1.2.2: Enhancement of Development Projects Management System of KP (G-PES-004)

A grant of \$95,962 was approved by USAID on 29 February 2016 to help upgrade the Development Projects Management System (DPMS) of the KP Planning and Development Department by including additional features of the Performance Management and Reporting System (PMRS) developed by the FISP project. In addition, the Department has requested to deploy and test the upgraded DPMS in four district governments and in three line departments. The vendor which developed the FISP system was selected to undertake a thorough review of the DPMS current features keeping in mind the future needs and requirements of the provincial government, develop/modify the system accordingly, expand it to at least three provincial departments and four district governments, and incorporate GIS based information and analysis. Once DPMS is modified,

tested and operational, the vendor will provide training to the concerned staff and also provide troubleshooting and technical support for the initial six months. This activity will bring further improvement in the overall efficiency and transparency of KP Annual Development Program utilization, enhance capacity of selected district governments and line departments to better manage their annual development funds, and improve analytical capacity of the Planning and Development Department of annual development expenditure. The upgraded DPMS is expected to be live and operational by mid-2017.

Activity 1.2.3: Strengthening KP Provincial Disaster Management Authority (G-PES-007)

USAID approved a grant of \$62,638 on 13 June 2016 to support the KP Provincial Disaster Management Authority (PDMA) in carrying out a comprehensive assessment of a selected number of District Disaster Management Units (DDMUs) in order to identify areas for improvement so that these units are made more responsive and effective in times of emergencies. In addition, technical assistance is provided under the grant to develop a roadmap for operationalization of the Civilian Victims Support Fund. A consultant was hired to review existing structure and mandate of DDMUs vis-a-vis prevalent developed models of disaster management structures, available human and material resources at the DDMUs and their preparedness to deal with disasters/emergencies. Based on these, the consultant will identify gaps and deficiencies in human resources and other physical facilities of DDMUs and its allied government line agencies and make practical recommendations to bridge gaps and strengthen DDMUs, allied district government line agencies for disaster response. In addition, a mechanism for effective coordination of DDMUs with different government line departments/agencies will be proposed to respond quickly to natural and man-made disasters at the local level. In the case of the Civilian Victims Support Fund, the consultant will review operationalization strategies for relevant funds, review rehabilitation concepts of victims in vogue in such like situations, and develop a practical and viable roadmap and operationalization strategy for the Fund and rehabilitation strategy in consonance with local culture and traditions. The assignment is expected to be completed by the end October 2016.



Photo 4: Mr Amer Afaq (Director General PDMA) signing Grant Agreement 15 June 2016



Photo 5: Grant signing ceremony 15 June 2016

Activity 1.2.4: Strengthening KP Excise, Taxation and Narcotics Control Department (G-PES-009)

KPG was requested by the KP Excise, Taxation and Narcotics Control Department to upgrade its existing IT infrastructure in order to carry out its mandated functions more efficiently and transparently and to enhance its revenues. A grant of \$273,531 was approved by USAID on 11 August 2016 and the procurement of required equipment and software started in early September 2016. Under the grant, KPG will provide technical assistance to upgrade the existing software as per future requirements of the Department, replace the old and obsolete hardware, improve working conditions by providing office furniture, equipment and power backup, establish an automated HR management system, and provide training and capacity building to the staff on the upgraded system. These activities will help the Department in further widening its taxpayers net for different taxes and levies which will eventually result in increased revenues for the province and bring more transparency in the tax levy and collection system by reducing arbitrary assessment and levy of taxes at different levels. The automation of HR management system will greatly improve human resource management in the Department thus improving staff efficiency and performance. The grant activities are expected to be completed by the middle of April 2017.

Activity 1.2.5: Establishment of Public Facilitation Centre in Kohat District (P-PES-009)

In order to facilitate and improve public interactions with various district and local government departments and improve access and simplify transaction procedures and costs associated with various basic services (i.e. issuance of birth, death, marriage, divorce, domicile and character certificates, computerized national identity cards, learners driving licenses, route permits and FARD, vehicle registration and transfer of ownership, and collection of token tax and traffic fines), the Kohat District Government requested KPG to help assess the viability of establishing a public facilitation centre similar to the ones established in Punjab Province where all these services are provided under one roof. KPG engaged short-term consultants to carry out a feasibility study followed by preparation of an initial layout plan and interior design. The STTA assignments are currently working on the detailed drawings and cost estimates of the required renovation to the government selected building. In addition, the requirements in terms of software, equipment, furniture and staff training are also being established. Once these are finalized, KPG will prepare a grant proposal to cover the cost of renovations, IT infrastructure, equipment and furniture, and training of government staff in order to establish the proposed public facilitation centre in Kohat.

Activity 1.2.6: Development of Picnic and Recreation Site in Kohat District (P-PES-013)

The District Administration of Kohat requested technical assistance from KPG Project to identify possible sites for development into picnic and recreational areas in and around Kohat City. A short term tourism development consultant was engaged who after carrying out a thorough assessment of a few identified sites, proposed Tanda Dam as a feasible option. KPG was then requested to provide technical and financial support in the development of the site. If properly developed and maintained, Tanda Dam offers vast opportunities for water sports and recreation to a much larger population from other parts of KP as well as other provinces. This will also help generate revenues that could be used for development of the surrounding areas. Negotiations are underway with the Kohat District Administration and an in-kind grant will soon be submitted to USAID for approval.

Activity 1.2.7: Promoting Safe Tourism in Khyber Pakhtunkhwa (P-PES-016)

The KP Government is focusing on domestic tourism and making KP the preferred tourist destination for domestic tourists by taking steps to increase tourism traffic by 10% per year in the next five years. The Tourism Cooperation of Khyber Pakhtunkhwa (TCKP) has requested KPG to develop an integrated web based system with mobile application that will facilitate the registration, grading, inspection, quality monitoring and regulation of various tourist services such as hotels, rest houses, restaurants, cafes, travel agencies, car rental, tuck shops, gas stations, hospitals, pharmacies, emergency services and other tourist attractions. This will greatly facilitate both domestic and foreign tourists in identifying and booking appropriate lodging facilities and avail other available services in the areas thus promoting tourism through information sharing and propagation about these attractions. In addition, TCKP would like to streamline its financial management to improve its revenue generation and utilization. TCKP has also established three facilitation centres that need to be strengthened. Last but not the least, TCKP needs a communication strategy and campaign to make public and other stakeholders aware of the reforms undertaken to promote and support tourism in the province. The concept was approved by USAID and a proposal is being developed.

Activity 1.2.8: Strengthening Water and Sanitation Services Peshawar (P-PES-017)

In order to further strengthen and improve drinking water supply, sanitation and solid waste management in Peshawar, the KP Government established a public limited company by the name of Water and Sanitation Services Peshawar (WSSP). The rationale was to amalgamate all drinking water, sanitation and solid waste functions previously provided by different government entities and departments under one corporate entity thus improving their efficiency and effectiveness. USAID played a key role in the initial setup and subsequent institutional strengthening of WSSP through the Assessment and Strengthening Program. Now, WSSP has approached KPG for further support to enhance operational efficiency, interaction with the citizens and technical capacity of the staff. Not only the already developed policy manuals need a thorough review and updating, new manuals are needed to address health, safety and environment concerns. In addition, standard operating procedures are needed to further streamline the company's operations. Automation in financial and human resource management is required to effectively manage the ever growing financial transactions and a large contingent of over 4,000 staff members. WSSP also needs an effective communication strategy and communication channels e.g. interactive website and mobile application, to raise public awareness about WSSP services, reach out to its beneficiaries for feedback and provide them easy access through real time information and grievance redressal. This will not only improve WSSP service delivery but will also enhance its image in the public eye which will ultimately lead to better public perception about the government and governance. Last but not the least, KPG support can be easily replicated in similar companies established in the divisional headquarters of the province. This will have a much larger impact on the overall service delivery in water supply and sanitation across the province. KPG is in negotiation with WSSP to develop an in-kind grant for USAID approval.

Activity 1.2.9: Strengthening Water and Sanitation Services Company Kohat (P-PES-019)

As mentioned above, the KP Government has established six more corporate entities in the divisional headquarters of the province after the successful establishment of WSSP in Peshawar. Although the Water Supply and Sanitation Services Company Kohat (WSSCK) is a relatively new entity, the KP Government has already established a Board of Directors to provide policy guidance and hired a full time Chief Executive to run the day to day affairs of the company. In addition, the Government has provided an initial grant of Rs. 15 million to WSSCK to establish an office in Kohat, recruit the initial key staff and enter into a service agreement with Kohat Tehsil Municipal Administration to take over their relevant operational staff and equipment. WSSCK has requested KPG for technical and financial assistance to procure basic office equipment and furniture, customize and adopt policy manuals along with management systems of the WSSP, and provide orientation and training on the policies and management systems to its staff. KPG is working closely with WSSCK to develop an in-kind grant.

Activity 1.2.10: Implementation of LGE&RDD Communication Strategy (P-PES-021)

At a time when the governance landscape in KP Province is experiencing an extensive reform process, it is becoming more important than ever to effectively manage state's communication with citizens and other stakeholders. With the implementation of the KP Local Government Act 2013 and subsequent establishment of over 3,500 local governments across the province, the role of LGE&RD Department is also changing. To ensure that communication is managed in a structured and sustainable manner, the Department has developed a comprehensive long-term communication strategy with the technical support of GiZ Support to Good Governance Program. Now, the Department need financial support to implement this strategy. Although the Government of KP has committed to allocate funds but its long drawn submission, scrutiny and approval process is hampering implementation in the immediate future. As such, the GiZ in a recent meeting with USAID and KPG has requested KPG to support the implementation of the LGE&RDD communication strategy for at least the first year. This will allow government to organize required resources. Both USAID and KPG agreed with GiZ suggestion and requested for a detailed proposal with cost estimates. A grant proposal is being developed in close collaboration with the Department and GiZ staff and will be submitted soon for USAID approval.

Activity 1.2.11: Automation of Driving Licensing Regime in Khyber Pakhtunkhwa (P-PES-020)

The KP Government is trying to revamp the entire driving license regime in a bid to improve this key service delivery. For this purpose, the Government has established a dedicated Transport Department and besides other functions, transferred the issuance/renewal of driving licenses to the Department. Having limited resources, the Department has requested KPG to help modernize the entire driving licensing regime in the province by providing an up to date software, a dedicated server with firewalls and terminals in the districts and an online information sharing system with traffic police. KPG will need a detailed assessment and mapping of the current business processes of driving license issuance/renewal regime to identify gaps and shortcomings in the existing system and identify areas for further development and improvement. Once the requirements for modernizing the regime are identified and agreed with the government, the next step will be to develop the required information system with all necessary features and functions, develop appropriate software, establish databases, support migration of existing data, introduce data safety measures and authorization protocols, and train staff in operation and maintenance of the new system. In addition, the information required for decision making will be made available through different dashboards. To

provide online access to district transport offices and traffic police, required equipment will also be provided. KPG is in the process of developing a grant proposal for USAID approval.

Output 1.3: Strengthening Capacity of Government Officials and Elected Representatives

Activity 1.3.1: Training of Local Government Functionaries in KP (G-PES-001)

An in-kind grant of \$ 243,462 to the Local Governance School, Local Government, Elections and Rural Development Department (LGE&RDD), Government of Khyber Pakhtunkhwa was approved by USAID on 10 November 2015 to provide training to the 25 district naib nazims of KP Province and over 4,500 elected representatives of the city district, town, village and neighborhood councils of Peshawar District. In addition, the grant was used for printing of various training material provided by the Government. This consisted of 5,000 copies of the Local Government Act (English version), 5,000 copies the Local Government Act (Urdu version) 5,000 copies of the Local Government Rules of Business (English version), 45,000 copies of the Local Government Rules of Business (Urdu version), 5,000 copies of the Local Government Planning and Development Guidelines with Budget Rules, 5,000 copies of the District, Tehsil, Village and Neighborhood Councils Model Bylaws, 5,000 copies of the trainees' manual and 4,600 certificates. The Local Governance School provided a pool of trainers from which KPG selected 16 trainers. Each training was conducted by a team of two trainers.

The training started on 29 February 2016 and was completed on 18 May 2016. During this period, all district and town councilors and councilors from 279 out of 346 village and neighborhood councils of Peshawar District were provided training. The training of remaining village and neighborhood councilors had to be postponed due to resource limitations since the cost of trainers and training venues went up substantially due to actual negotiated prices with the trainers and the private sector vendors. Similarly, the training of district naib nazims from the KP Province was also postponed due to budget limitations since initially this training was planned in the Pakistan Academy for Rural Development but later, the LGE&RDD requested that it should be held in the Peshawar Pearl Continental Hotel instead which required additional resources. The grant activities have been completed and the closeout is in process.



Photo 6: Members of village council in group work during LGS training (April 06, 2016)



Photo 7: Shamshad Begum, Farooq Jan and Javed Muhammad Javed of UC 107 during the VC/NC Councilors Training

Highlights from the LGS Training:



Adnan Mumraiz Khan

District Member

Town 3, UC 44, Hayatabad

Peshawar District

“Before the training I had no idea about the Local Government Act 2013 and Rule of Business neither I had any idea about the P&D guidelines. Previously when I used to attend the district members sessions I felt a bit lost because I didn’t fully understand my roles and responsibilities or the logic of the discussion. After the training things have improved a lot. I feel my capacity has improved by 70 percent and I can now take active part in the discussion during the session on various issues.

Another positive outcome of the training was I was able to get to know other district members of my party as well as those of other parties. There are in total 138 members coming from the four towns of Peshawar city district. My networking has improved and can reach anywhere by contacting my colleagues. Now I have more connections which minimize the distances and my working relation has improved with members of my party as well as those of other parties.”

Activity 1.3.2: Training of District Naib Nazims of KP and Village/Neighborhood Councilors of Peshawar District (P-PES-011)

Under a previous KPG grant, training was provided to 92 district, 109 town and 2,928 village and neighborhood councilors of Peshawar District. The LG&RDD then requested that the remaining village and neighborhood councilors of Peshawar District should also be trained. In addition, the training of district naib nazims from the province which was originally planned under the previous grant but could not be held due to budget limitations should also be held. In order to accommodate these requirements, an additional grant proposal is prepared to complete training of the remaining 700 village and neighborhood councilors of Peshawar District and 25 district naib nazims of the province. The proposal is under review by the Home Office after which it will be submitted to USAID for approval.

Outcome 2: Accountability of Government Service Providers Strengthened

Output 2.2: Improved Access to Information

Activity 2.2.1: Improving Citizens Right to Information (G-PES-003)

A grant for \$98,203 was approved by USAID on 21st January 2016 to help the KP Right to Information Commission further strengthen the facilitation of internal processes and improve knowledge and understanding of public functionaries on the RTI Act and its implementation. The activity has been designed in close consultation with the RTI Commission and will further strengthen its role as well as access to public information by the citizens. Under the grant, a facilitation desk is established and equipped with computers, software and full time staff to facilitate processing of the growing numbers of complaints i.e. receiving, sorting and forwarding the complaints to concerned government officials, follow-ups and updating the complainants. With this, the current manual system of lodging and processing complaints is automated and therefore made more efficient. In addition, 150 Public Information Officers of government departments will be trained on the Right to Information Act to deal with the complainants. Furthermore, 100 members of the Peshawar City District Government will also be trained on pilot basis to make the government accountable to the citizens.

Activity 2.2.3: Upgrading KP Automated Information & Reporting System (G-PES-006)

KPG is supporting the KP Department of Information and Public Relations through a grant of \$270,519 to upgrade the Automated Information & Reporting System (AIRS) system. The Department developed AIRS in order to monitor and print electronic and social media around the clock which promptly shares the latest updates and reports about provincial government performance with the chief minister, provincial ministers, government departments and other important functionaries along with analytical and sector-wise public perception. TV Channels are recorded; monitored and important clips are generated and instantly shared on dashboard designed for all tiers of the provincial government. Newspapers and e-copy of pro and anti-government news are also being maintained in the database along with statistical data for generating appropriate action by the concerned government authorities. Social media is one of the most effective tools for image building these days and has been used in the AIRS for projection of provincial government's reform initiatives. Major social networking sites are also being monitored and anything against or in favor of the provincial government are immediately captured and sent to the dashboard of the concerned authorities for the necessary feedback. The AIRS has also been extended to general public to collect their grievances and report them to the concerned authorities for appropriate action. Polls and survey features have also been incorporated in the system to know public sentiments on important issues. Last but not the least, linkage with media has also been created via a media portal for ease of access

to information through dashboards created for them which will replace the existing email-based communication of news, bringing efficiency to the news dissemination. So far, AIRS is providing meaningful insight for decision making that is greatly helping the provincial government in improving service delivery and knowing its strengths and weaknesses.

KPG support to the Department will provide latest hardware and software, training to the relevant staff, and troubleshooting and technical support for a limited time.



Photo 8: Grant signing ceremony 22 June 2016. For KPG Mr. Temur Aziz (COP) and Mr. Muhammad Tahir Hasan, Secretary Information Department signed on behalf of the Directorate of Information and Public Relations.



Photo 9: Grant signing ceremony 22 June 2016

Activity 2.2.4: Bridging Gap between Citizens and State in Peshawar City District (G-PES-008)

A grant of \$ 97,657 was approved by USAID on 23 June 2016 to Khwendo Kor (KK), a local NGO to strengthen the capacity of citizens to engage with public sector that will not only help in improvement of service delivery and accountability but will also help identify issues and needs that often go un-noticed by the duty bearers/service providers for their lack of capacity. It will also help the local government in identifying citizens' needs and priorities and help them in better planning and resource allocation. A successful and productive relationship between the two will lead to fruitful results and will improve positive image of the government.

KK has in the past implemented a similar project with the financial support from Oxfam GB which focused on forming Effective Citizens Groups (ECGs) in Peshawar, Nowshera and Karak Districts. These ECGs consisted of 20-25 members each. The capacity of these groups was built on social

audit, governance and various laws such as Right to Information and Right to Services etc. Further to this, steering committees were also formed in Peshawar and Nowshera Districts that consisted of ECG members, relevant government officials and elected local government representatives. These steering committees provided an effective platform to discuss local issues and explore mutual options for their solution. These groups have taken initiatives on local issues through coordinating and collaborating with different government departments and projects. In Nowshera, the ECG held regular meetings with DCO and other stakeholders and facilitated the establishment of 11 skills training centers, deployed a women social welfare officer and also convinced the government to approve a Darul Aman. In Gulbahar area of Peshawar District, the ECG advocated with the Sui Northern Gas Pipelines Company to resolve the issue of low gas pressure, advocated with Water and Sanitation Services Peshawar and member of provincial assembly to installed a tubewell in the area, paved 18 streets and selected 5 streets as model streets for cleanliness, while the approval of budget for a family park is in progress.

Unfortunately OXFAM could not get an NOC for its operation in KP with the result that the above mentioned project activities could not be continued. Based on the project achievements and results, KK believes that this is a very successful model and should not only be continued but also need to be scaled up to the district level.

Activity 2.2.5: Transforming Inclusive Local Government in Swabi District (P-PES-014)

Each year, the KP Provincial Government issues a circular to all district governments about the annual development program (ADP). This circular provides clear guidelines for budget allocations to different sectors. This budget making process is completed in May and approved in June of each year. The final version of the budget is sent to district in July. On the basis of the allocation in ADP of the province, districts generate their Annual Development Programs and they are expected to spend these allocations until June 2017. In this entire process of ADP formation and implementation, there is no civic engagement in any way, neither are the citizens aware of what the ADP entails for their respective areas i.e. village, neighborhood or district. This lack of awareness at the beneficiaries' level put them at a very disadvantaged position and make them mere recipient who have no role in making the state or elected public institutions accountable for their tax money. The current ADP that is to be implemented through the LG representatives is not an exception.

KPG has identified a local CSO which will be implementing a project that shall bring together all key stakeholders especially the citizens to play a proactive role in the planning and implementation of ADP. This relationship is expected to benefit the interest of each one of these stakeholders i.e. line departments in the district, elected representatives as well as communities, therefore making the whole process inclusive and accountable. In addition, this will provide an opportunity to the citizens to monitor their area development in a more effective and efficient way. The Concept has been approved by USAID and the grant proposal is under development.

Activity 2.2.6: Gender Mainstreaming in KP Province (P-PES-015)

Beside other priority areas, gender equity is one of the cross cutting themes of the KP Integrated Development Strategy. For this, the government has set up a Provincial Commission on the Status of Women (PCSW) and revived the Women's Parliamentarians Caucus (WPC) in addition to ensuring that the SDPF and IDS have a demonstrated commitment to gender issues. However, not much has been done to build the capacity of these entities. The WPC lacks the capacity to work towards its mandated role, especially the capacity to legislate, lobby and advocate for their common agenda. The United Nations Development Program is supporting the WPC in the development of a strategic plan and media strategy and has helped established a WPC Secretariat in the provincial assembly building. Since its establishment, the WPC has worked hard to increase the number of women

reserved seats from 22 to 25 and passed the much-needed legislation on domestic violence. On the other hand, the PCSW and its district chapters are lacking capacity to implement its agenda; and hence need capacity building/ technical assistance and networking for resource mobilization.

The organization, Pak Women, plans to carry out capacity building activities for WPC and PCSW through various initiatives. It is expected that these initiatives will contribute towards some of the plans that the government has set up under the IDS i.e. mainstreaming of gender indicators for all IDS sector working groups, designing of key performance indicators that are measurable and time bound, monitoring inputs and outputs and specifying concrete results for women and girls, and collection and management of robust disaggregated data to frame gender-sensitive policy and budget-making processes..

Activity 2.2.7: Establishing Local Government Good Governance Index for Peshawar City District Government (P-PES-018)

In order to measure the performance of local government and the subsequent impact on the citizens of KP, it has been proposed to develop a good governance index. The GoKP has already established a centralized system that gathers information from local governments departments on key performance indicators on a monthly basis. However, this system is based on information provided by the local governments themselves and does not reflect the opinions of the people. The GoKP is keen to develop public grievance and feedback mechanisms to better gauge public opinion/perception about their own performance in delivering basic services in order to improve planning and build much needed credibility with their constituents.

In order to formalize public opinion and feedback mechanism, a local NGO Schunaizia is proposing to develop a Local Government Good Governance Index (LGGGI) based on international best practices. Once the Index is developed, Schunaizia intends to engage community groups and local government elected representatives in gathering information that can be fed into the LGGGI which will then rate the local government based on public opinion. This information will be shared with the local government in order to inform them of public perception about local government performance and will also be disseminated for increased public awareness and performance evaluation of local government. This will not only improve local government-citizens contact and interaction but will also improve overall transparency and accountability of the local government. Furthermore, the proposed intervention will improve local government service delivery based on public feedback and performance evaluation which will lead to improved public perception about governance.

The project activities will move around three essential parameters of ‘Good Governance’ that includes accountability, transparency and services delivery. The project will provide the citizens with an opportunity to provide their feedback on the above mentioned elements of good governance, whereas it shall also provide the incentives to local government elected representative right from village to tehsil and district level to perform better. An improved or deteriorated ranking over a period of time will provide an opportunity for public policy and actions to respond to changing perceptions.

III. PLANNED ACTIVITIES FOR 4TH WORKPLAN PERIOD

The following section outlines the programmatic activities anticipated within the 4th Six Month Workplan (October 2016 – March 2017). The KPG team will continue to implement its ongoing grants, and seek approval to implement 10 new grant awards.

Outcome I: Service Delivery by Public Sector Strengthened

Output I.2: Strengthening Internal Management Systems

During the 4th Workplan Period, KPG will continue to implement the following grants:

- 1) Enhancement of Development Projects Management System of KP (G-PES-004)
- 2) Strengthening KP Provincial Disaster Management Authority (G-PES-007)
- 3) Strengthening KP Excise, Taxation and Narcotics Control Department (G-PES-009)

The following proposals, if approved by USAID, will be converted into grants and their implementation will start in the 4th Workplan Period:

- 1) Establishment of Public Facilitation Centre in Kohat District
- 2) Development of Picnic and Recreation Site in Kohat District
- 3) Promoting Safe Tourism in Khyber Pakhtunkhwa
- 4) Automation of Driving License Regime of Khyber Pakhtunkhwa
- 5) Strengthening Water and Sanitation Services Peshawar
- 6) Strengthening Water and Sanitation Services Company Kohat
- 7) Implementation of LGE&RDD Communication Strategy

In addition to the above activities, KPG plans to initiate the following activities over the next six months:

Activity I.2.1 Strengthening Peshawar City District Government

This grant will be a follow-up to the already implemented grant (G-PES-002) under which long term strategic and sectoral plans were developed through KPG technical assistance. Discussions are underway with the PDCG management on identifying areas within these plans that will require further support from KPG. This may include automation of internal management systems, such as assets management, HR management, financial management, resource mobilization, building public private partnerships, and training and capacity building of staff.

Activity I.2.2 Strengthening Right to Public Services Commission

In order to further improve public services delivery to the common citizens in the province, the KP Government enacted the Right to Public Services Act 2014 and established the Right to Public Services (RTS) Commission which works as an appellate authority and monitors the delivery of fifteen key public services in the province. The Commission receives applications from citizens who have not received the desired services in time. The Commission has requested KPG to provide support to further strengthen the Commission by upgrading its Performance Management System, enhancing public awareness about the role of Commission and establishing a citizen facilitation and feedback mechanism. Discussions are underway to articulate the Commission's needs and develop an in-kind grant to strengthen it further.

Activity 1.2.3 Strengthening Rescue 1122

A number of meetings were held with the management of Rescue 1122 in Peshawar after their request for KPG support. The organization has put forward a list of equipment that is required to deal with various emergencies and rescue operations such as road accidents, building fires, floods, earthquake etc. KPG is reviewing the list and will hold further discussions with the organization to finalize their requirements for an in-kind grant.

Activity 1.2.4 Strengthening Water and Sanitation Services Company Mardan

Like WSSP and WSSC Kohat, the Water and Sanitation Services Mardan has also approached KPG for technical support in institutional strengthening. An internal review of their requirements is currently underway by KPG. In essence, the WSSC Mardan is requesting policy manuals, standard operating procedures, IT based management systems, studies of existing and future infrastructure requirements, staff training and capacity building, and sensing equipment. KPG has already agreed to provide similar support to WSSP and WSSC Kohat and can easily customize and adapt the tools and resources provided for WSSC Mardan. Once the internal review is completed, KPG will carry out further discussions with the management of WSSC Mardan to finalize their requirements and develop an in-kind grant proposal.

Activity 1.2.5 Supporting LGE&RD Department Reform Initiatives

KPG provided short term technical assistance to the KP Local Government, Elections and Rural Development Department to develop a strategic framework with an action plan in order to implement the various reforms needed for more efficient and effective local governments in the province. Based on the framework, the Department has identified a number of priority reform initiatives that need to be implemented in the near future. The Department has requested a number of donor agencies and donor funded projects to provide technical and financial support to implement these reform initiatives and a joint meeting is scheduled for end September 2016. KPG has agreed to look into the priority areas and hold discussions on possible technical and financial support. This may include strengthening of the Reforms Management Cell of LGE&RDD, developing a uniform accounting and financial management system for local governments, enhancing resource mobilization by local governments, and training and capacity building of LGE&RDD district based staff.

Output 1.4: Strengthening Capacity of Government Officials and Elected Representatives

Activity 1.4.1: Training and Capacity Building of KP Revenue Authority Staff

GiZ is supporting the KP Revenue Authority (KPRA) to boost revenue generation and has requested KPG to provide training and capacity building support to KPRA staff. A proposal from GiZ is expected in this regard to develop KPG training and capacity building support for KPRA.

Outcome 2: Accountability of Government Service Providers Strengthened

With respect to Outcome 2, KPG plans to initiate the following activities over the next six months:

Output 2.1: Capacity of Selected CSOs Enhanced on Public Accountability

Activity 2.1.1: Recognizing the Unrecognized – Inclusion of Home Based Workers (Da Hawa Loor)

A local NGO, Da Hawa Loor, who have been working on sexual harassment in the workplace and women's rights have proposed a concept to KPG that aims to bridge the gap between home-based workers and relevant concerned departments at the provincial level, such as labor, women

development and social welfare. The concept will involve local government policy reform in relation to home-based workers in consultation with civil society. Through KPG the organization intends to launch an advocacy campaign which will help formulate recommendations that will be presented to the Local Government for consideration in policy formulation. The concept is being reviewed by KPG internally and meetings will be held with the NGO to further strengthen the proposed interventions for a more meaningful partnership and policy level decisions for home-based workers.

Activity 2.1.2: Improved Disaster Resilience Governance (Community Resilience Initiative)

The KP province is vulnerable to a number of adverse natural hazards such as earthquakes and floods and the problem has been further exacerbated by rapid urbanization and environmental degradation. In light of these issues the federal and provincial governments have established National and Provincial Disaster Management Authorities (NDMA & PDMA) and District Disaster Management Units (DDMU) in some districts to respond to disasters when they occur. However, it has been observed that there is a disconnect between the local communities and these entities that has resulted in a lack of understanding and capacity to effectively manage and reduce disasters at the local level.

In order to bridge this gap the following activities have been proposed: 1) formation of disaster and environmental management committees that will carry out the need assessment of their respective communities and identify and recommend to Government small infrastructure projects that could potentially reduce their risks and vulnerabilities; 2) establish, train and equip emergency response teams at village and UC level and develop a network of these organizations; and 3) establish a framework of a modest resilience fund at UC level to fund small environmental management initiatives. The concept is still at the initial review stage for further consideration to seek USAID's approval.

Activity 2.1.3. Strengthening Citizen-State Engagement for Peace and Prosperity (Center of Excellence for Rural Development)

In the recent past the district of Swabi has suffered numerous security problems due to political instability triggered by Islamic militancy and the subsequent impacts it has had on the local social fabric. The citizens of Swabi stand at a crucial juncture with increasing psycho-social turmoil and weakening social cohesion there is a need to intervene to save the community from further disintegration.

In view of this scenario a local NGO, Center for Excellence and Rural Development has proposed a concept for engaging communities in District Swabi through sports, cultural and entertainment activities. Historically these activities were common but diminished with the passage of time due to threats about non-Islamic social gatherings. It is hoped that by engaging citizens through these activities will not only revive the cultural and social heritage but will also help in building an image of peace and security in the area which has been lacking for quite some time. The concept is currently under review for funding possibilities.

Output 2.2: Improved Access to Information

During the 4th Workplan Period, KPG will continue to implement the following grants:

- 1) Improving Citizens Right to Information (G-PES-003)
- 2) Upgrading KP Automated Information & Reporting System (G-PES-006)
- 3) Bridging Gap between Citizens and State in Peshawar District (G-PES-008)

The following proposals, if approved by USAID, will be converted into grants and their implementation will start in the 4th Workplan Period:

- 1) Transforming Inclusive Local Government in Swabi District (P-PES-014)
- 2) Gender Mainstreaming in KP Province (P-PES-015)
- 3) Establishing Local Government Good Governance Index for Peshawar City District Government (P-PES-018)

Annual Program Statement

In order to formally invite requests from Civil Society Organizations (CSO) for awards related to governance, KPG is planning to advertise an Annual Program Statement (APS) in the coming months. The following areas to be covered under this APS shall contribute to our program objective that “accountability of government service providers strengthened” from demand side of the project intervention. Further, the APS will solicit proposals that contribute to the following objectives:

1. Introducing and strengthening social accountability tools at the district tehsil or village/neighborhood levels (i.e. citizen charter, citizen scorecard, budget information sharing etc.)
2. Developing partnership among citizens and local governments for effective planning and implementation of developmental budgets
3. Promoting citizens’ and state institutions’ dialogue and partnerships for improved transparency and accountability in service delivery
4. Citizens’ engagement in educational, cultural and sports initiatives that can promote harmony, peace, tolerance and integration

The APS will be open to public organizations for six months and concepts will be invited for the districts of Peshawar, Swabi, Kohat and Bannu as well for the KP province in case the activity relates to the whole province.

IV. IMPLEMENTATION TIMELINE

The activities described in Section III are depicted in the Gantt chart (table format work plan) that follows. This table demonstrates the activity, staff responsible and level of effort required, timeline for implementation, proposed mechanism and outcome/milestone. The timeline is organized by month, each month is further broken down into weeks. The Workplan is organized according the relevant activity and then broken down further to the sub activity. Project deliverables and milestones are denoted with and “x” within the timeline.

TABLE 1: WORK PLAN GAANT CHART

Work Plan Gaant Chart Tasks and Activities	KPG Team Member Responsible	Stakeholder(s)	Mechanism	M&E Indicator	Month 1 Oct-16				Month 2 Nov-16				Month 3 Dec-15				Month 4 Jan-17				Month 5 Feb-17				Month 6 Mar-17							
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
Consultative Activities with Supply and Demand-Side Counterparts																																
Plan and implement visioning workshops and meetings with GoKP, Civil Society and other stakeholders.	Chief of Party, Temur Aziz; Director of Good Governance Javid Hasan; Director of Community Participation Durre Shawar	Various demand side stakeholders	N/A	N/A	█	█	█	█																								
Ongoing activities for 4th Workplan period																																
Outcome 1: Service Delivery by Public Sector Strengthened																																
Output 1.2: Strengthening Internal Management Systems																																
Activity 1.2.1: Institutional Strengthening of Peshawar City District Government (G-PES-002)																																
Close out	Director of Good Governance, Javid Hasan; TBD STTA	PCDG	N/A	N/A	█	█	█	█																								
Activity 1.2.2: Enhancement of Development Projects Management System of KP (G-PES-004)																																
System testing and documentation	Director of Good Governance Javid Hasan	GoKP Planning & Development Department;	GUC		█	█	█	█																								

Establishment of HR system	Director of Good Governance Javaid Hasan; TBD Activity Manager	Excise, Taxation and Narcotics Control Department, GoKP;TBD STTA	STTA	N/A																																				
Establishment of toll-free helpline	Director of Good Governance Javaid Hasan; TBD Activity Manager	Excise, Taxation and Narcotics Control Department, GoKP;TBD STTA	GUC																																					
Propose amendments to existing laws and rules of business	Director of Good Governance Javaid Hasan; TBD Activity Manager	Excise, Taxation and Narcotics Control Department, GoKP;TBD STTA	STTA																																					
Closeout	Director of Good Governance Javaid Hasan; TBD Activity Manager	Excise, Taxation and Narcotics Control Department, GoKP	N/A																																					
Activity 1.2.5: Establishment of Public Facilitation Centre in Kohat District (P-PES-009)																																								
Technical assistance to assess the viability of citizen facilitation center	Director of Good Governance Javaid Hasan; STTA	Kohat District Government	STTA	N/A																																				
Issue award	Director of Good Governance Javaid Hasan; TBD PDO	Kohat District Government	GUC	N/A																																				

Activity 1.2.11: Automation of Driving Licensing Regime in Khyber Pakhtunkhwa (P-PES-20)																	
Activity 1.2.10: Implementation of LGE&RDD Communication Strategy (P-PES-021)																	
Output 1.3: Strengthening Capacity of Government Officials and Elected Representatives																	
Activity 1.3.2: Training of District Naib Nazims of KP and Village/Neighborhood Councilors of Peshawar District (P-PES-011)																	
Activities 1.2.7-1.3.2 Technical assistance to develop final project proposal which may include feasibility studies, STTA's etc..	Program team lead by Director of Good Governance Javaid Hasan; STTA where required.	Various demand side stakeholders	GUC or STTA	N/A													
Issue award	Program team lead by Director of Good Governance Javaid Hasan; STTA where required.	Various demand side stakeholders	GUC or STTA	N/A													
Development of grant or other relevant inputs	Program team lead by Director of Good Governance Javaid Hasan; STTA where required.	Various demand side stakeholders	GUC or STTA														
Outcome 2: Accountability of Government Service Providers Strengthened																	
Output 2.2: Improved Access to Information																	
Activity 2.2.1: Improving Citizens Right to Information (G-PES-003)																	

Activity 1.2.1 Strengthening Peshawar City District Government																							
Activity 1.2.2 Strengthening Right to Public Services Commission																							
Activity 1.2.3 Strengthening Rescue 1122																							
Activity 1.2.4 Strengthening Water and Sanitation Services Company Mardan																							
Activity 1.2.5 Supporting LGE&RD Department Reform Initiatives																							
Output 1.4: Strengthening Capacity of Government Officials and Elected Representatives																							
Activity 1.4.1: Training and Capacity Building of KP Revenue Authority Staff																							
Outcome 2: Accountability of Government Service Providers Strengthened																							
Output 2.1: Capacity of Selected CSOs Enhanced on Public Accountability																							
Activity 2.1.4: Recognizing the Unrecognized – Inclusion of Home Based Workers																							
Activity 2.1.5: Improved Disaster Resilience Governance																							
Activity 2.1.6. Strengthening Citizen-State Engagement for Peace & prosperity																							
Activities 2.1.4-2.1.6 Hold consultations with key CSOs in selected districts	Director of Good Governance Javaid Hasan	District Administrators ; Local Government Representatives; Local CSO's	N/A	N/A																			
Identify potential grantees	Director of Good Governance Javaid Hasan	District Administrators ; Local Government	N/A	N/A																			

