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KHYBER PAKHTUNKHWA GOVERNANCE PROJECT

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ACRONYMS

COP	Chief of Party
COR	Contract Officer's Representative
CSO	Civil Society Organization
DDGS	Direct Distribution of Goods and Services
EMMP	Environmental Mitigation and Monitoring Plan
FATA	Federally Administered Tribal Areas
FISP	FATA Institutional Strengthening Project
GOKP	Government of Khyber Pakhtunkhwa
GUC	Grant Under Contract
KP	Khyber Pakhtunkhwa
KPG	Khyber Pakhtunkhwa Governance Project
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NOC	No Objection Certificate
S-APS	Semi-Annual Program Statement
SDPF	Strategic Development Partnership Framework
STTA	Short Term Technical Assistance
TAMIS	Technical and Administrative Management Information System
TBD	To Be Determined
ToT	Training of Trainers
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 STTA 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 was the operationalization of offices, pursuit of No Objection Certificate from the Interior Ministry and signing a Memorandum of Understanding with the Government f 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.

For the second six month workplan now that an MOU has been attained and restriction of activities has been lifted, the KPG project team will finalize all outstanding activities from the first work plan and pursue newly identified activities. These include the following;

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 six month period, DAI will have fully established its operations in Peshawar, engaged and assessed all major stakeholders, designed activity packages, and conducted the above-mentioned activities and initiated other potential pilot programs based on stakeholder engagement findings.

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 first 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. In response, The 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 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 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.

II. REVIEW OF FIRST SIX MONTH WORKPLAN ACTIVITIES

The following is a review of the first six-month workplan activities which were mainly start up and operational in nature. Program activities for the first six months of the project were concentrated across five areas, some of which overlap:

- ***Area I:*** Project launch, operational-start-up**,**
- ***Area II:*** Baseline data collection and M&E **,**
- ***Area III:*** Consultative activities with supply and demand-side counterparts**,**
- ***Area IV:*** Quick win Activities**,**
- ***Area V:*** Action plans and initial activity packages for target institutions**,**

AREA I - LAUNCH PROJECT, OPERATIONAL START-UP

Establishment of Coordination Mechanisms with USAID: Following award, 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. During the start-up period, the KPG Chief of Party (COP) initiated regular consultations with USAID and carried out routine coordination protocols where appropriate, including monthly meetings, regular information sharing sessions, as well as ways to consult relevant actors prior to engaging with a particular stakeholder or government agency.

Operational Start-up: DAI successfully launched project start-up from Pakistan, with support provided by the DAI Home Office. The home office team arrived in March 2015 and prioritized completion of initial contract deliverables, establishing office operations in Islamabad, and recruitment of unfilled positions. In March, KPG submitted to USAID a detailed **mobilization plan** that provided the timeline of start-up activities, names of proposed personnel, level of effort by person/position, and dates of travel. DAI also submitted a list of outstanding contractual issues and questions and a proposed template for the monthly performance report.

Operational Start-up Activities:

Legal/Registration – Based on legal opinion and understanding of the operating context, DAI strove hard to obtain the required MOU and NOC that would enable legal operations in Peshawar and KP province. This exercise was led initially by DAI's Start-Up team and later, carried out by the Chief of Party and other senior project staff. The request for NOC was submitted to the EAD on 22nd April 2015 supported by a letter from USAID on 15th May 2015. EAD has forwarded the request to MOI, which is currently processing the NOC. In the meantime, an MOU has been signed with the Government of KP which will allow for project activities to begin until such time as the NOC is issued.

Office Operations – Initially DAI establish a base of operations within the premises of one of DAI projects in Islamabad whilst exploring potential office locations in both Islamabad and Peshawar. After consultation with USAID, DAI submitted an alternative management plan to allow for a more flexible office set up to mitigate possible risks to staff and property. This plan was approved by the COR on 16 April 2015. This arrangement enables the technical team, including the COP, to be available for more frequent and ongoing engagement with project stakeholders and beneficiaries in Peshawar. The operations team and finance team will be primarily located in Islamabad to facilitate procurement, banking, liaison with USAID, and other functions. To minimize the impact of changes in Peshawar, the server will also be housed in Islamabad. The lease on the new Islamabad office located at House 5A, Street 56, Sector F7/4 was signed and the office operationalized on 13 July 2015. Further up-gradation work was carried out during August and September. Some of the upgrades carried out to bring the space up to standard included improving amenities such as installation of air conditioners; telecommunications networks (LAN, internet), new furniture, generators and blinds were also installed. Also a new server was installed and made functional with the technical input from DAI short term consultant Mr. Eric Bjers. With the possibility of acquiring an MOU to begin work in KP becoming more realistic, an office space was identified in University Town, Peshawar for project activities. The lease was signed and the office made operational on 1 October 2015. Since, the office already had basic facilities in place, it required only superficial work to bring it up to standard.

Personnel/Recruitment – During the startup period recruitment of all five key project positions was completed with the induction of the DCOP and Director Finance and Grants. Other positions have also been filled notably the Director M&E, Finance Manager as well as administration, procurement and financial staff. Below we provide timelines for full mobilization of Key Personnel:

- Mr. Temur Aziz (Chief of Party) – 20 April 2015
- Mr. Javaid Hasan (Director of Good Governance) – 1 April, 2015
- Ms. Durre Shawar (Director of Community Participation and Public Advocacy) – 24 March 2015
- Mr. Adnan Sher (Deputy Chief of Party) –June 1, 2015
- Mr. Muhammad llyas (Director - Grants & Finance) – June 1 2015
- Mr. Muhamamd Ikram (IT specialist) – 15 June 2015
- Mr. Faheem Ahmed (Director M&E) – 15 June 2015
- Mr. Ammar Waseem (Procurement Manager) – 22 June 2015
- Mr. Muhammad Nisar (Finance Officer) – 15 June 2015
- Mr. Javed Jahanzeb (Finance Manager) – 24 June 2014
- Muhammad Aqeel (Security Manager) - 6 July 2015
- Saqib Shah (Procurement Specialist) - 2 July 2015

In total, 17 project staff members have joined KPG and recruitment of other essential staff was completed with the hiring of PDO's and Activity Manager's once the Peshawar office was operational.

Security - Pakistan's operational environment presents a number of security threats which are multi-dimensional in nature and include geopolitical, national, and localized issues. Violence in

border areas, terrorism, sectarianism, displacements due to natural disasters and military operations, corruption and crime, all present security risks. DAI established all necessary security support systems in place for start-up and throughout implementation and has developed the **KPG Security Plan and Traveler Guide**. KPG finalized and operationalized its security procedures and recruited and trained the project Security Manager by **July 6, 2015.**

IT Systems/TAMIS – The KPG start-up team also initiated procurement of the necessary IT equipment for the project office in Islamabad, and prepared plans to do the same for the office in Peshawar. Procurement of IT Systems was led by Start-up Manager Ed Crowley with Support from Administrative Backstop James Merrill.

DAI installed the **Technical and Administrative Management Information System (TAMIS)** as a management information system to track progress on operational and programmatic activities, store project documentation, collect M&E data, and facilitate USAID review and approval of activities. KPG mobilized DAI TAMIS Specialist, Tanja Lumba, to begin configuration of the system from the DAI Home Office. TAMIS was installed by **March 2015** and Ms. Lumba was mobilized to Pakistan in **September 2015** to continue customization of the system and train project staff on the TAMIS system, functions, and maintenance. The TAMIS system was designed in such a way so that it reflects KPG's activity development and management cycle, M&E requirements, and USAID's preferred use and access.

Initial Contractual Deliverables – KPG adhered to the ambitious deliverable schedule outlined in the KPG contract and tailored its mobilization plan to meet the submission deadlines. Specifically, 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 15, 2015).

Finalize Activity Development Process and Initiate Grant Making and Procurement Capability – As proposed DAI focused in the early months of the program to finalize, in consultation with USAID, the KPG activity development process. DAI KPG held a workshop with the USAID/COR in **April 2015** to finalize the activity development process and with USAID's approval of this process, DAI began developing activity concepts which then translated into implementation through one of KPG's instruments. KPG will 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.

The KPG Grants Manual and DAI's established Procurement Policies and Procedures will also serve as blueprints for how DAI will implement activities and to this end the following activities were undertaken to facilitate this;

- Establishment of Banking Capability,
- Finalization of KPG Grants and Procurement Plan,
- Configuration of TAMIS to establish activity work-flow,
- Provision of training for grants and procurement staff on the activity development process, grants and procurement manuals,

AREA II - BASELINE DATA COLLECTION AND M&E

Stakeholder Mapping. The main pillar of the KPG implementation approach is closing the gap between the supply of and the demand for good governance by leveraging current GOKP initiatives and systems to ensure that results are viewed wholly as government successes. Identifying and engaging the right partners, as well as understanding their strengths and weaknesses which will be crucial to designing and implementing successful activities.

To this end the project team utilized own networks and political assessment skills to conduct an initial update of the stakeholder map. The team also developed a sub-Stakeholder Map, 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. The geographic mapping is still in progress as it will require an agreement with GoKP.

Baseline Data Collection and M&E. One of KPG main objectives is to seek positive changes in attitude, perceptions, and behavior about the quality of governance in the KP Province. The performance management approach is two-prong: it measures how activities improve attitudes and perceptions toward the government, while at the same time tracking the individual activity outputs and outcomes against the IDS (which superseded the SDPF). To this end DAI planned to develop a functional, flexible and robust Monitoring and Evaluation (M&E) Systems that incorporated a diverse mix of performance indicators to measure the multidimensional impact of the program.

One of the immediate start-up priorities was the design and operationalizing of the projects' M&E Plan and the establishment of a credible baseline regarding citizen perception of government and capacity gaps among our counterparts. KPG mobilized Senior M&E Advisor Heather McHugh in month 2, to design and operationalize the M&E Plan in consultation with USAID, KPG team and relevant stakeholders, within GOKP offices.

The M&E Plan was submitted to USAID on **May 30, 2015** as per our proposed plan. 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.

DAI also created customized survey tools to collect relevant stakeholder and project performance information. Ms. McHugh evaluated existing data collection and analysis instruments and provided input into the design of the project's perception survey instrument in collaboration with

Mr. Sam Schueth, a regular DAI consultant and social scientist. Based on this KPG then drafted the Scope of Work and selected local firms that will conduct baseline surveys and focus groups throughout KP in the future.

Gender Empowerment. The KPG team understands that significant efforts will be needed to affect the perceptions and behaviors of men and boys toward issues of gender and advance the SDPF Objective of Gender Equity. Therefore, it will be sure to examine issues of gender equity and empowerment throughout the stakeholder mapping and consultation exercises the team will undertake.

KPG's Directors of Good Governance and Community Participation identified champions of gender rights, both from government and civil society, with which the program can work closely 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 draft Gender Strategy submitted with the proposal, was updated accordingly.

AREA III – CONSULTATIVE ACTIVITIES WITH SUPPLY AND DEMAND-SIDE COUNTERPARTS

Based on the completed stakeholder mapping exercise, KPG began the process of 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.

KPG have signed a Memorandum of Understanding (MOU) with the provincial government denoting an agreement to collaborate in principle in order to start activities.

Donors and Projects

The project team held a number of meetings with senior project leadership to determine where KPG can leverage other activities and avoid duplication. There are numerous donor-funded activities happening in KP with which KPG might coordinate. The technical team will expand and update the donor table as a complimentary part of the stakeholder mapping process.

Government Stakeholders

During the first workplan, KPG expected to establish contact with the most appropriate unit in each KP department to link into the working levels of the GOKP, the Women's Empowerment Directorate, and targeted district-level governments. To some extent this was done by our technical team but due to the absence of the MOU/NOC the plan was not fully executed. Therefore, this activity is still ongoing and will be completed during the next workplan period.

KPG was able to organize a series of planning and visioning meetings. The goal of the meetings on the supply side was to review existing GoKP reform log-frames and develop shared understanding between the GoKP and USAID/KPG regarding where and how support can be provided. This consultation process is still ongoing and will be further elaborated during the next workplan period.

Civil Society Stakeholders

On the demand side, KPG Director of Good Governance and Director of Community Participation conducted some informal one-on-one outreach activities to civil society (including NGOs, the private sector, and advocacy organizations) to announce the program.

As this process has not been fully realized yet, KPG is in the process of organizing a series of planning and visioning workshops for demand side counterparts involving a variety of CSO's. A critical element of these workshops will be an explanation of the USAID/KPG assistance package development process, and the different forms of support that USAID/KPG can provide to units within the GOKP and to civil society. KPG will hold a maximum of three workshops in order to have smaller groups sizes that will enable more discussion and information sharing. The first of these workshops is due to take place in the first week of November.

AREA IV - LAUNCH PILOT ACTIVITIES BASED ON CURRENT LANDSCAPE OF OPPORTUNITIES

In the initial stages of the project and in order to ensure KPG is able to make an impact quickly in support of the GoKP's reform agenda, the KPG team identified the following areas where quick-win activities could be implemented whilst more in-depth assessment and consultative activities were occurring. The followings were identified as initial interventions;

- Support related to local government elections (Targets SDPF Objective 4). This activity could not be initiated due to the absence of MOU before the elections.
- Convene workshop on Micro-Small Enterprise Development (Targets SDPF Objective 1). This will be completed in workplan 2
- Conduct Planning and Assess Requirements to Automate Processes within GOKP (Targets SDPF Objective 5). This will be completed in workplan 2
- Support Implementation of Right to Information Law (Targets SDPF Objective 5). This will be completed in workplan 2

AREA V - ACTION PLANS AND INITIAL ACTIVITY PACKAGES FOR TARGET INSTITUTIONS

KPG had planned to hold planning and visioning workshops with the sub-set of GOKP departments and civil society actors identified during the stakeholder mapping process. Then upon completion of the planning and visioning workshops, KPG was to move into a more rigorous, in-depth assessment and planning process with each stakeholder.

This was to include a participatory assessment to identify priority support areas for each stakeholder. KPG was then to facilitate a process through which counterparts prioritize assistance, link requested assistance to an SDPF Objective (now the IDS), demonstrate how the activity will contribute to improvements in citizen perceptions of government in KP, and develop performance indicators for tracking the success of the activity (aligned with the KPG M&E plan).

With the delay in acquiring an MOU/NOC this planned activity was delayed and will be completed during work plan 2.

III. PLANNED ACTIVITIES FOR SECOND WORKPLAN PERIOD

Activity 1: Strengthening Local Governments

Although the local government system is not new to Pakistan, this is the first time that a democratically elected government has established local governments in KP Province. As such, the political ownership and will to improve service delivery at the local level is much stronger and visible this time around. However, the challenges are enormous as the Local Government Act of 2013 is much more ambitious than its predecessors. There are now over 3,500 local governments at the lowest tiers i.e. village in the rural and neighborhood in the urban areas, bringing government much closer to the citizens and therefore more accountable. As a result, a significant number of public representatives were elected with no prior experience and understanding of the Act and its requirements. Furthermore, there are now new rules of business approved for these local governments which need to be understood and followed by both the elected representatives and administration. In summary, there is a dire need to build the capacity of these functionaries if the local governments are to function effectively and efficiently.

This activity will support strengthening of the newly established local governments by providing an in-kind grant to the Local Governance School (LGS) to cover the cost of printing training material and actual training of local government functionaries. The activity will directly contribute to the second outcome "service delivery by public sector institutions improved".

The training material consists of the Local Government Act (LGA) 2013 and trainees' manual. The LGS has requested 5,000 printed copies of the LGA English version and 45,000 copies of the Urdu version. In addition, 45,000 printed copies of the trainees' manuals will be required. The training of local government functionaries will consist of training of district naib nazims of 25 districts, tehsil nazims and naib nazims of 70 tehsils, 272 district and town councilors and 4,244 village and neighborhood councilors of Peshawar District. The three-day residential training of district naib nazims and tehsil nazims and naib nazims will be held in the Pakistan Academy for Rural Development in Peshawar whereas training of district and town councilors will be held in their respective district and town halls. The training of village and neighborhood councilors will be held in public schools/colleges in the respective villages and neighborhoods. LGS nominated trainers will be used to conduct these trainings.

The training cost will include venue cost and boarding for out of town participants (where applicable), food and refreshment during training, trainers' honorarium, travel and honorarium for out of town participants, and stationary items.

Key Activities:

- Issue award (Nov 2015)
- Print training material (Nov 2015)
- Conduct training of local government functionaries (Dec 2015 – Feb 2016)
- Close out (March 2016)

In parallel to the above, KPG will initiate a consultation process with key civil society organizations in KP province to identify ways and means to raise public awareness about the new local government system, strengthen citizen engagement with the local governments, and introduce social accountability tools at the local levels. This will directly contribute to the first and third outcomes "citizen capacity to engage public sector strengthened" and "accountability of government service providers strengthened". Once potential CSOs are identified, KPG will then provide a grant (or multiple grants) to these CSOs to develop and conduct citizen education on the new system of local government in the province, what citizens should expect from their newly elected officials at different levels, and how to construct state-citizen interaction/relationship leading to the identification of priority areas and establishment of a citizen charter.

Key Activities:

- Hold consultations with key CSOs in the province (Nov 2015)
- Identify potential grantees (Dec 2015)
- Develop grant concept notes for approval (Jan 2016)
- Issue awards (Feb 2016)
- Grantees initiate agreed activities (Mar 2016)

Activity II: Assess GoKP Requirements to Automate Management Processes

USAID's FATA Institutional Strengthening Project (FISP) has developed a number of internal management systems that has significantly improved public sector transparency, accountability and efficiency. During our discussions with the KP Provincial Government, they have shown considerable interest to automate internal processes such as PC-1 development, HR management, financial management, monitoring and performance evaluation etc. Based on the positive experience of the FATA Secretariat and USAID's support to implement such system there, KPG will assess the requirements of the Provincial Government to use these systems and then carry out an assessment of requirements to customize these systems for different departments. These requirements would include hardware, software customization, and training.

The following systems developed under FISP could potentially be customized for the GoKP:

- File Tracking System
- Asset Management System
- HRMIS
- Performance Monitoring and Reporting System
- PC Form Management Systems (PCFMS)
- Biometric Attendance System
- Procurement Management System
- Financial Management System
- Annual Development Plan Management System
- Zakat and Ushur Management System
- Litigation Case Management System
- NOC Management System for PDMA
- Conflict Victims Compensation Management System

The main output of this activity will be an implementation plan and requirements for moving forward with the automation process. This will contribute to the second and third outcomes "service delivery by public sector institutions improved" and "accountability of government service providers strengthened".

Key Activities:

- Consultations with different GoKP departments such as the Planning and Development, Finance, Administration, Home and Information Departments to identify priority system for customization (Nov-Dec 2015)
- Coordination with USAID/FATA Institutional Strengthening Project as to best practices with systems automation (Jan 2016)
- Identify and mobilize STTA to conduct assessment of requirements for developing system within GoKP (Feb – Mar 2016)
- Develop and present action plan and requirements (Mar 2016)

Activity III: Strengthening the Provincial Financial Management

To provide financial autonomy to local governments and further improve service delivery at the local level, the Government of KP has allocated 30 percent of the annual provincial development budget for the three tiers of local governments. The Provincial Finance Commission is developing a criteria for distribution of funds to the local governments and has requested for technical support to streamline the amount and flow of funds to local governments in a timely manner. In addition, the Finance Department is facing challenges in introducing a uniform budgeting and accounting system at the local government level especially at the village and neighborhood council levels. There is also need for debt and fund management of KP Provincial Government's portfolio. Fund Management is more of a treasury function, which deals mainly with control of interest rate risk and the placement of funds in various profitable ventures for specific time periods. Professional management of various funds created by the Provincial Government is required. The Financial Management Information Unit is responsible for electronic processing of data (budget, releases, accounts, rules, receipts and others). The information retrieved/accessed instantly facilitates decision making and brings efficiency and transparency in the financial management. The Unit has established a province wide network between Finance Department, the district finance departments and major line departments. The provincial and districts' budget is available online. Releases are also online and expenditure is booked online. Budget and expenditure is being monitored in real time. However, there is a need to further deepen the role of IT, and for that purpose the databases of budget, accounts, payroll and human resource management need to be integrated.

Further consultations and discussions with the Finance Department will be required to detail out their specific needs with respect to technical assistance, systems development and training and capacity building. Once an activity is identified for KPG support, the required support will be provided through either in-kind grant or STTA. This will contribute to the second and third outcomes "service delivery by public sector institutions improved" and "accountability of government service providers strengthened".

Key Activities:

- Develop scope of work based on GoKP requirements (Nov-Dec 2015)
- Identify consultants/service providers (Jan-Feb 2016)
- Issue contracts (Mar 2015)
- Consultants/service providers provide needed support (Mar – Jun 2016)

Activity IV: Strengthening the Provincial Information Department

In order to create as many opportunities as possible for constructive citizen-state interaction and strategic communications of government successes to maximize impact on citizen perceptions and further the reach of the government, the KP Information Department has created a state of the art media and communication centre that will be able to collect information from various sources and disseminate it to media and the general public in a timely and efficient manner. The challenge however remains as to how this centre and its output can be linked to the overall communication strategy of the government so that public perception about governance in the province is impacted positively. Initial discussions were held around strengthening the centre through the provision of hardware, software and staff training. More discussions are needed with the Department on the development of a comprehensive province wide communication strategy and the role of the centre in implementing that strategy. These discussions may lead to additional areas for KPG support which will contribute to the third outcomes "accountability of government service providers strengthened".

Key Activities:

- Develop scope of work based on GoKP requirements (Nov 2015)
- Identify consultants (Dec 2015)
- Issue contract (Dec 2015)
- Comprehensive communication strategy and action plan presented (Feb 2016)
- Develop in-kind grant to support communication strategy (Mar 2016)

Activity V: Streamlining Accountability and Anti-Corruption Efforts

In order to further strengthen accountability and combat corruption in the public sector, both the federal and provincial governments have enacted various anti-corruption and accountability laws and established different institutions combating corruption and enforcing accountability e.g. the National Accountability Bureau, the Provincial Accountability Commission, the Provincial Anti-Corruption Department, the KP Chief Minister and Governor Inspection Teams, the KP Provincial Ombudsman Office etc. This has created duality of roles and responsibilities at the provincial level that can undermine the very objective of such efforts. There is also a lack of coordination and cooperation among the different institutions leading to poor enforcement and waste of resources. The KP Provincial Government has asked KPG to provide a short term consultant to review different laws and statues and the mandates of various institutions combating corruption and enforcing accountability in order to develop a strategy to streamline, coordinate and strengthen overall accountability and anti-corruption efforts in the public sector service delivery and suggest a workable coordination and cooperation mechanism among these various institutions. This activity will directly contribute to the third outcome "accountability of government service providers strengthened".

Key Activities:

- Development of scope of work (Nov 2015)
- Identification and mobilization of STTA consultant (Nov 2015)
- Review of various accountability and anti-corruption laws in place in KP (Nov 2015)
- Consultations with concern institutions (Dec 2015)
- Assessment report completed (Jan 2016)
- Action plan completed and presented (Jan 2016)

Activity VI: Strengthening the Right to Information Commission

Pursuant to the passage of the Khyber Pakhtunkhwa Right to Information Act 2013, the Right to Information (RTI) Commission was established to ensure that citizens have easy and timely access to public information and that public sector institutions pro-actively display their records so that citizens seldom visit the public offices. Being on the ground for almost two years, the Commission is still apprehensive about public knowledge and understanding of the Right to Information Act and the role of the Commission. Although the Commission has been advertising extensively through print and electronic media, there is still a lack of clear understanding on the part of citizens as to what information they need, how can they go about seeking it and how could they use it once received. There is therefore need for a more structured awareness campaign that can target ordinary citizens especially in the rural areas where literacy is at the lowest. Similarly, the role of Public Information Officers is crucial in providing the right information to the citizens in a timely manner. They are in fact the spokespersons for the government and can make a real difference in how citizens perceive the government should respond. Training and capacity building of these officers in not only how information should be searched, compiled and conveyed but also how they should interact with the public while receiving requests and providing feedback will significantly improve the overall image of the government. To reduce public inquiries and subsequent complaints, the Commission needs to develop standards for minimum information disclosure by the government. This will not only reduce considerably the burden on government institutions but will also promote greater transparency and public trust in government.

KPG will provide a short term consultant to support the Right to Information Commission to review existing operating procedures to handle citizen requests for information in pilot departments and provide recommendations on areas for improvement. This will include recommendations on how to establish sustainable processes for compliance with the Right to Information Law. The outputs of this activity will be an assessment report, co-developed with the Right to Information Commission, and an action plan to make improvements, including identification of any equipment or technology needs, and training and capacity building of information officers. This will directly contribute to the third outcome "accountability of government service providers strengthened".

Key Activities:

- Initial consultations with Right to Information Commission (Nov 2015)
- Mobilization of STTA consultant (Dec 2016)
- Initial assessment report completed (Jan 2016)
- Action plan completed and presented (Feb 2016)

- Implementation of action plan (Feb-Mar 2016)

Activity VII: Assessing the Viability of Citizen Facilitation Centers at District Level

In order to improve public interface with various government departments/agencies involved in the provision of different services to the public, the Government of Punjab has established public facilitation centers known as E-Khidmat (Service) Centers in district headquarters across the province. The concept is to integrate as many public services as possible under one roof so that citizens could avail these services without spending valuable time and resources visiting different offices. The establishment of E-Khidmat Centers has not only minimized physical distances to basic public services but has also improved access, simplified transaction procedures and associated costs, and increase government transparency, efficiency and accountability thus enhancing public satisfaction with the overall governance.

The establishment of the local government system in KP offers tremendous opportunity for replication of the E-Khidmat Center concept. With local governments at the district, tehsil and village/neighborhood levels, numerous public services will be offered to the general public literally at their doorstep. However, knowing where to go for a particular service will always remain a challenge given widespread illiteracy especially in the rural areas. The need for a dedicated office/common place to offer basic public services will ensure that citizens will know where to go for information even if that particular service is not available at the designated office or center.

However, the establishment of such centers will require agreement on the kind of services that can be provided through a common facilitation center and the operational modalities and partnership arrangements. Each participating department/agency will also be required to nominate/depute a focal person to be based in the center who will be responsible for delivery and follow-up of applications and final documents. On the other hand, the participating district government will have to designate and upgrade the required facility and procure (depute/hire) the required staff and other resources and will ensure provision of operation and maintenance budget on an annual basis. System setup and training of staff will be carried out by the IT Department/third party who will also provide continuous backstopping and troubleshooting.

KPG will initiate a discussion with a select number of local governments and identify a champion district for the establishment of the facilitation center. Further discussions and consultations will be held with concerned departments to assess the viability of this concept. Once an overall agreement is arrived at, KPG will provide an in-kind grant to facilitate the establishment of a facilitation center on pilot basis. The pilot will be able to demonstrate the benefits of such centers in KP and pave the way for large scale replication. The KPG grant will support various steps involved in promoting the concept and establishing the facility. This activity will directly contribute to the second outcome "service delivery by public sector institutions improved".

Key Activities:

- Study tour of concerned provincial/local governments to E-Khidmat Center (Dec 2015)
- Meetings of KP and Punjab IT Departments (Jan 2016)

- Consultations between various service delivery departments of KP (Jan-Feb 2016)
- Roadmap for establishment of E-Khidmat Center in pilot district (Mar 2016)
- Action plan completed and presented (Mar 2016)

Activity VIII: Roadmap for Micro and Small Enterprise Development

One of the key objectives of the Integrated Development Strategy is to spur economic growth and job creation in the KP Province. In order to identify opportunities for economic growth and job creation, KPG will provide an in-kind grant to facilitate a series of consultative workshops of a diverse group of stakeholders such as SMEDA, BOI, GoKP Department of Industry, KP Chamber of Commerce and Industry, KP Women's Chamber of Commerce and Industry, Khushali Bank, Khyber Bank, Technical Education and Vocational Training Authority etc. The KPG project will directly procure the space required for the event and engage with stakeholders to ensure robust participation. The outcomes of these workshops will be improved coordination between the business community and government; improved engagement between the business community and TVET providers; and improved coordination between the business community and sources of financing. A key output will be a road-map for encouraging micro-small-medium enterprise development throughout the province. This initial workshop would be the first of a series of workshops designed to build off of one another, ultimately working towards the goal of improving the enabling environment for economic growth and job creation in KP.

Key Activities:

- Initiate contact with prospective participants (Nov 2015)
- Secure commitments for participation from participants (Nov 2015)
- Procure meeting space (Dec 2015)
- Develop agenda (Dec 2015)
- Hold workshop (Jan 2016)
- Present road-map to public (Jan 2016)

VII. 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, and each month is further broken down into weeks. The Workplan is organized into two principal sections: A.) Project Launch and Operational Start-up, and B.) Initial Program Activities. Within Initial Program Activities, we organize activities by SDPF objective. 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-15				Month 2, Nov-15				Month 3, Dec-15				Month 4, Jan-16				Month 5, Feb-16				Month 6, Mar-16			
					1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Area 1: Project Activities																												
Operational Start-up																												
Finalize Memorandum of Understanding (MOU) and No Objection Certificate (NOC)	COP Temur Aziz and DCOP Adnan Sher	DAI KPG Staff	N/A	N/A																								
Establish office facilities in Peshawar	COP Temur Aziz and DCOP Adnan Sher	DAI KPG Staff	N/A	N/A																								
Finalize IT Infrastructure and TAMIS system	IT Specialist Eric Bjers and TAMIS Specialist Tanja Lumba	DAI KPG Staff,																										
Contract Deliverables																												
Second Six-Month Workplan submitted to COR			N/A	N/A				X																				
Monthly Progress Reports submitted to COR			N/A	N/A				X				X				X				X				X				X
Success Stories submitted to COR			N/A	N/A																X				X				X
Third Six-Month Workplan submitted to CO, COR			N/A	N/A																								X
Quarterly Progress Reports submitted to COR			N/A	N/A												X												X

Quarterly Financial Reports submitted to COR			N/A	N/A												X												X
Annual Tax Filing Report to Mission FMO			N/A	N/A						X																		
Area 2 - Baseline Data Collection and M&E																												
Baseline Data Collection and M&E																												
Mobilize M&E Advisors Heather McHugh and Sam Schueth	Program Manager, James Merrill	KPG Program	STTA	N/A																								
Conduct assessment of existing data analysis tools and instruments relevant to KPG, determine the need for additional tools	M&E Advisor Heather McHugh; M&E Director Faheem Ahmed	KPG Program; USAID Program Office; USAID Monitoring and Evaluation Support Program	STTA	N/A																								
Develop M&E Plan and PMP (indicator sheets, plans for data quality, final performance targets)	M&E Advisor Heather McHugh; M&E Director Faheem Ahmed	KPG Program	STTA	N/A																								
Develop perception survey instrument	M&E Advisor Heather McHugh & Sam Schueth; M&E Director Faheem Ahmed	KPG Program; USAID Monitoring and Evaluation Support Proram	STTA	N/A																								
Procure service of local survey firm to conduct baseline surveys and focus groups	M&E Advisor Heather McHugh; M&E Advisor Sam Schueth; M&E Director; Faheem Ahmed	KPG Program	DDGS	N/A																								

Conduct initial assessments to inform baseline measurements	Local Survey Firm	KPG Program	DDGS	N/A																									
Area 3 - Consultative Activities with Supply and Demand-Side Counterparts																													
Plan and implement visioning workshops with GOKP and Civil Society	Chief of Party, Temur Aziz; Director of Good Governance Javaid Hasan; Director of Community Participation Durre Shawar	Various demand side stakeholders	N/A	N/A																									
Area 4 - Activities for Second workplan period																													
Activity 1: Strengthening Local Governments																													
Issue award	Director, Finance and Grants, Ilyas Khan	Local Governance School	N/A	N/A																									
Print training material	Director of Good Governance, Javaid Hasan	Local Governance School	N/A	N/A																									
Conduct training of local government functionaries	Director of Good Governance, Javaid Hasan;	Local Governance School	GUC	N/A																									
Close out	Director of Good Governance, Javaid Hasan; TBD Activity	Local Governance School	GUC	N/A																									

	Manager																													
Hold consultations with key CSOs in the province	Director of Community Participation Durre Shawar; TBD Activity Manager	KPG CSO's	GUC	N/A																										
Identify potential grantees	Director of Community Participation Durre Shawar; TBD Activity Manager	KPG CSO's	STTA	N/A																										
Develop grant concept notes for approval	Director of Community Participation Durre Shawar; TBD PDOs	KPG CSO's	N/A	N/A																										
Issue awards	Director, Finance and Grants, Ilyas Khan	KPG Program	N/A	N/A																										
Grantees initiate agreed activities	Director of Finance and Grants Ilyas Khan;Activity Manager	KPG Program	GUC	N/A																										

Activity II: Assess GoKP Requirements to Automate Management Processes																												
Consultations with different GoKP departments such as the Planning and Development, Finance, Administration, Home and Information Departments to identify priority system for customization	Chief of Party, Temur Aziz; Director of Good Governance Javaid Hasan	GOKP Planning and Development Department; Department of Information Technology; Home Department	N/A	N/A																								
Coordination with USAID/FATA Institutional Strengthening Project as to best practices with systems automation	Chief of Party, Temur Aziz; Director of Good Governance Javaid Hasan	USAID FATA ISP	N/A	N/A																								
Identify and mobilize STTA to conduct assessment of requirements for developing system within GoKP	Director of Good Governance Javaid Hasan; TBD PDO	TBD STTA	STTA	N/A																								
Develop and present action plan and requirements	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD STTA	STTA	N/A																								
Activity III: Strengthening the Provincial Financial Management																												
Develop scope of work based on GoKP requirements	Director of Good Governance Javaid Hasan	GOKP Finance Department; Department of Information Technology;	N/A	N/A																								

Identify consultants/service providers	Director of Good Governance Javaid Hasan	TBD STTA	N/A	N/A																									
Issue contracts	Director, Finance and Grants, Ilyas Khan	TBD STTA	STTA	N/A																									
Consultants/service providers provide needed support	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD STTA	STTA	N/A																									
Activity IV: Strengthening the Provincial Information Department																													
Develop scope of work based on GoKP requirements	Director of Good Governance Javaid Hasan	GOKP Information Department;	N/A	N/A																									
Identify consultants/service providers	Director of Good Governance Javaid Hasan	TBD STTA	N/A	N/A																									
Issue contracts	Director, Finance and Grants, Ilyas Khan	TBD STTA	STTA	N/A																									
Comprehensive communication strategy and action plan presented	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD STTA	STTA	N/A																									

Develop in-kind grant to support communication strategy	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD STTA																										
Activity V: Streamlining Accountability and Anti-Corruption Efforts																												
Development of scope of work	Director of Good Governance Javaid Hasan	GOKP NAB Accountability Commission, Anti-Corruption Department, Inspection Teams, the KP Provincial Ombudsman Office etc	N/A	N/A																								
Identification and mobilization of STTA consultant	Director of Good Governance Javaid Hasan	TBD STTA	N/A	N/A																								
Review of various accountability and anti-corruption laws in place in KP	Director of Good Governance Javaid Hasan; TBD PDO	TBD STTA	STTA	N/A																								
Consultations with concern institutions	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD STTA	STTA	N/A																								
Assessment report completed	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD STTA																										

Action plan completed and presented	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD STTA																										
Activity VI: Strengthening the Right to Information Commission																												
Initial consultations with Right to Information Commission	Director of Good Governance Javaid Hasan	KP Right to Information Commission	N/A	N/A																								
Mobilization of STTA consultant	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD STTA	STTA	N/A																								
Initial assessment report completed	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD STTA	STTA	N/A																								
Action plan completed and presented	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD STTTA	STTA	N/A																								
Implementation of action plan	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD STTTA																										

Activity VII: Assessing the Viability of Citizen Facilitation Centers at District Level																												
Study tour of concerned provincial/local governments to E-Khidmat Center	Director of Good Governance Javaid Hasan	TBD Local Government	N/A	N/A																								
Meetings of KP and Punjab IT Departments	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD Local Government	N/A	N/A																								
Consultations between various service delivery departments of KP	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD Local Government	N/A	N/A																								
Roadmap for establishment of E-Khidmat Center in pilot district	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD Local Government	N/A	N/A																								
Action plan completed and presented	Director of Good Governance Javaid Hasan; TBD Activity Manager	TBD Local Government	N/A	N/A																								

Activity VIII: Roadmap for Micro and Small Enterprise Development																												
Initiate contact with prospective participants	Director of Good Governance Javaid Hasan; TBD PDOs	SMEDA, BOI, KP Chamber of Commerce and Industry, KP Women's Chamber of Commerce and Industry, Khushali Bank, Khyber Bank, KP-TEVTA, GOKP Department of Industry	N/A	N/A																								
Secure commitments for participation	Director of Good Governance Javaid Hasan; TBD PDOs	SMEDA, BOI, KP Chamber of Commerce and Industry, KP Women's Chamber of Commerce and Industry, Khushali Bank, Khyber Bank, KP-TEVTA, GOKP Department of Industry	N/A	N/A																								
Procure meeting space	Deputy Chief of Party, Adnan Sher	TBD Vendors; SMEDA; BOI	GUC	N/A																								

Develop agenda	Director of Good Governance Javaid Hasan; TBD Activity Manager	SMEDA; BOI	GUC	N/A																								
Host workshop	Director of Good Governance Javaid Hasan; TBD Activity Manager	SMEDA; BOI; TBD STTA	GUC	N/A																								
Present road-map to public	Director of Good Governance Javaid Hasan; TBD Activity Manager	SMEDA; BOI; GOKP Department of Industry; TBD STTA	GUC	N/A																								
Ongoing Programmatic Support																												
Review activity concepts with COR for yellow lighting	Chief of Party Temur Aziz	USAID COR	N/A	N/A																								
Manage full activity development and approvals	Director of Good Governance Javaid Hasan; Director of Community Participation Durre Shawar	USAID COR and CO	N/A	N/A																								
Monitor implementation of activities	M&E Director Faheem Ahmed; Activity Managers	KPG Program	N/A	N/A																								

Review ongoing and planned activities to ensure compliance with Regulation 216 environmental documentation	Deputy Chief of Party, COR, Mission Environmental Officer	USAID COR, MEO	N/A	N/A																								
Close out and evaluate initial activities	M&E Director Faheem Ahmed; Activity Managers	KPG Program	N/A	N/A																								
Conduct follow-up surveys, focus groups, capacity assessments	TBD Local Firms	Various	N/A	N/A																								
Analyze learning from initial assistance package	Chief of Party Temur Aziz	USAID COR	N/A	N/A																								
Develop six-month workplan and next activity cycle	Chief of Party Temur Aziz	USAID COR and CO	N/A	N/A																								
Update PakInfo and TraiNet	M&E Director Faheem Ahmed	KPG Program	N/A	N/A																								