



KP/FATA Governance Reforms (P126425)

SOUTH ASIA | Pakistan | Public Sector Governance Global Practice |
Recipient Executed Activities | Specific Investment Loan | FY 2012 | Seq No: 6 | ARCHIVED on 13-Jan-2015 | ISR17564 |

Implementing Agencies: PCNA Coordinator, PCNA Coordinator, FATA, Planning and Development Balochistan, GSP ISU Balochistan

Key Dates

Key Project Dates

Board Approval date:01-Nov-2011

Effectiveness Date:11-Oct-2011

Planned Mid Term Review Date:04-Nov-2013

Actual Mid-Term Review Date:28-Oct-2013

Original Closing Date:30-Jun-2014

Revised Closing Date:30-Jun-2015

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The project development objective (PDO) is to improve the delivery efficiency of the PCNA program through institutional strengthening and support of the Khyber Pakhtunkhwa and FATA, while responding to priority needs of the PCNA governance program.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

Yes

Board Approved Revised Project Development Objective (If project is formally restructured)

To strengthen the capacity of government departments in Khyber Pakhtunkhwa (KP), FATA and Balochistan to help support efficient delivery of the PCNA program in KP and FATA and related development programs in Balochistan.

Components

Name

Strengthening of the PCNA Implementation Support Units, Provision of Technical Assistance and Institutional Building to Line Departments of Khyber Pakhtunkhwa, Balochista and Line Directorates of FAT:(Cost \$3.25 M)

Rapid Response Facility (RRF):(Cost \$5.75 M)

Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	● Satisfactory	● Moderately Satisfactory
Overall Implementation Progress (IP)	● Satisfactory	● Moderately Satisfactory
Overall Risk Rating	--	● High



Implementation Status and Key Decisions

Project Context

This project is designed to support the recovery and rehabilitation needs identified by the Government's Post Crisis Needs Assessment (PCNA) in KP and FATA and Balochistan Development Needs Assessment (BDNA) in Balochistan with a strategic focus on peace building. The project progress warrants review from the stand point of an operation in a fragile and post-conflict setting.

Project Progress

The Governance Support Project (GSP) is currently overall on track to achieve the PDO at the end of the Project. Several capacity building activities have been provided to Government departments in Khyber Pakhtunkhwa, FATA, and Balochistan which are increasingly reflected in the efficient delivery of the Government's Post Crisis Needs Assessment (PCNA) programs. As part of a Second Additional Financing which is currently under preparation, it is planned to update and streamline the results framework to bring out the contribution of the Project to the delivery of the PCNA program even more clearly. Some of the main results achieved by the Project to date are outlined below.

Component I: Strengthening of the PCNA / BDNA ISUs, Provision of Technical Assistance (TA) and Institutional Building to Line Departments of KP and Balochistan, and Line Directorates of FATA.

1. Capacity strengthening: The Implementation Support Units' (ISUs') effective engagement with the line departments, development partners and civil society exhibit service delivery improvements in targeted development sectors responding to the Post Crisis Needs Assessment (PCNA), US\$ 2.8 billion 10 year program. In this regard, since 2010 investments of US\$ 1.4 billion could already be mobilized. Furthermore, the Project has provided technical assistance (TA) to fifteen line departments across the three Governments with some tangible results summarized as follows:

New solutions to capacity development: The country systems-based approach is underpinned by developing linkages of the public sector entities in the three Governments with centers of excellence across private and public sectors, both nationally and internationally. In this case, capacity gaps are filled and provide officials with an opportunity of "learning by doing". Some of the supported activities include:

PCNA Impact Evaluation (IE) in Khyber Pakhtunkhwa (KP) and Federally Administered Tribal Areas (FATA) - the first through country systems in Pakistan. In this case, the two Monitoring and Evaluation (M&E) Directorates are conducting the IE in collaboration with Peshawar University (Pakistan) and Georgia State University (US).

Khyber Pakhtunkhwa Citizen Report Card (CRC) has been completed – the first government-wide CRC in Pakistan. In this regard, the KP Ombudsman collaborated with IM Sciences (a local academia) interviewing 1409 citizen (437 or 31% female) to enunciate perceptions of service quality for 10 public services in 10 districts of KP. Findings of this report have been shared with the concerned departments.

Third party (youth) monitoring and proactive disclosure of health, education and Domicile (certificate of origin) services in Balochistan- the first in Balochistan. To make this happen, the delivery mechanism has been developed and piloted by BUIITEMS (a local academia), in collaboration with the M&E Directorate.

FATA Development Indicators Household Survey (FDIHS) has completed survey fieldwork of 5530 households that had not been possible since 1998. In this regard, the FATA Bureau of Statistics (BoS) is leading the survey through collaboration with IM Sciences (a local academia) and Pakistan Institute of Development Economics (PIDE).

2. Donor coordination- Strategic Development Partnership Framework (SDPF): KP and FATA Governments are regularly convening Development Partners Forums, and this effective harmonization has resulted in SDPF for consistent participation of donors, Civil Society Organizations (CSOs) to respond to government priorities and enhance mutual accountability.

3. Training: The three entities have trained 1090 government officials (with 94 females) through 62 training events.

Component II: Rapid Response Facility (RRF)

1. Transparency

The KP RTI Commission is operational, and notwithstanding early stages of institutional development, has commenced service delivery through about 460 designated Public Information Officers (PIOs). The preliminary data manifests 940 information requests (of 975) from citizens serviced within 7 days, in 12 districts, seeking information about 15 line departments.

2. Accountability

Supply Side

Increase in the disposal of anti-corruption cases per month has doubled which manifests enhanced capacity of the Government to respond to citizen complaints: In this regard, the KP Anti-corruption Establishment (ACE) has increased the disposal to 59 cases per month (during 2014) in comparison to 28 (during 2013). Similarly, the conviction rate also manifest an increase to 18% (2014) in comparison to 14% (2013).

Increase in the disposal of citizen grievances to 2052 (in 2013) in comparison to 1296 (in 2012) is indicative of performance improvement by the Balochistan Ombudsman. In this regard, the Ombudsman has also initiated new approaches to address grievance including "Kuli Katcheri" – onsite open court – in three districts in the presence of the district administration staff. Such an approach is found specifically effective in the local context with high illiteracy and low access (in view of the dispersed small population and long journey time to Quetta), which constrain citizens to avail the service.

Demand Side – Social Accountability

Citizen Pre-budget consultations: 565 citizens (with 31 females) have been involved in citizen pre-budget consultations by FATA Secretariat – for the first time - in FATA. Similarly, 511 (with 61 females) citizens were involved in the consultations by the Government of Balochistan for the FY 2014-2015 budget. Anecdotally, the direct citizen dialogue with budget policy and decision makers is influencing policy. To assess the impact, the Governments are inclined to undertake additional analysis. More importantly, both Governments are preparing to expand consultations for the FY



2015-2016 annual budget.

Participation - citizen engagement - consultations, monitoring, oversight and grievance redressal

Citizen oversight: The KP Ehtesab Commission (new anti-corruption entity) has been operationalized (September 2014) by the Search and Scrutiny Committee fully constituted by citizens. The Committee hired the five Commissioners, one Director General and one Prosecutor General. The whole hiring process has been conducted through public scrutiny.

Citizen monitoring: FATA and Balochistan are piloting monitoring by citizens (mostly youth/university students).

e-Grievance Redressal: Increased numbers of citizen complaints through the newly operationalized e-grievance redressal mechanism indicates improvement in the performance of the Human Rights Directorate of Peshawar High Court. In this regard, the initial disposal rate shows an increase in the average of 159 complaints disposed per month to 293 complaints (with 17% by females). Since October 2013, a total of 3,689 complaints have been registered out of which 2827 have been disposed of.

Youth - state interface: KP, FATA and Balochistan have directly engaged close to 100 Masters level fresh graduates and indirectly 303 youth by requiring firms to involve young people in Post Crisis Needs Assessment (PCNA) and Balochistan Development Needs Assessment (BDNA) activities, to the extent possible.

3. Service Delivery

The quality of judgment shows improvements, with 88% of beneficiaries indicating enhanced satisfaction (rating 4 on a scale of 1 to 5-maximum satisfaction), when interviewed after judgments, by the trained district judges. These trainings had been imparted to 181 district judges (of 350) in judgment writing and are likely contributing also to citizen trust restoration in the judiciary.

The FATA litigants confirm higher satisfaction with the FATA Tribunal services with a 3.2 score on a scale of 1 to 5 (maximum satisfaction) across 15 aspects. The Tribunal also sustains the 95 days reduced average time (from 721 days before) for appellate decisions. In this regard, the litigant's perception survey conducted by FATA Secretariat shows citizen satisfaction of the service delivery.

The Anti-corruption Hotline has reduced the grievance redressal lead time from 98 to 40 days. The Hotline at the Governor Inspection Team (GIT) is operational and has enabled FATA citizens from far flung areas to register grievances and get regular feedback about the actions, without the need to travel to Peshawar to register grievances.

The Right to Services (RTS) Commission has set standards for five public services and has started monitoring for follow up actions. In this regard, there are early signs of improved responsiveness in six pilot districts.

Risks

Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	--	● High
Macroeconomic	--	--	● High
Sector Strategies and Policies	--	--	● High
Technical Design of Project or Program	--	--	● Low
Institutional Capacity for Implementation and Sustainability	--	--	● Moderate
Fiduciary	--	--	● High
Environment and Social	--	--	● Low
Stakeholders	--	--	● Substantial
Other	--	--	--
Overall	--	--	● High

Results

Project Development Objective Indicators

► Rapid Response Facility (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Nil	(i) KP 6, FATA 3, Balochistan 2 (ii) Total 18 funded: KP 9, FATA 9, (iii) 2 funded (iv) Total 7: KP 3, FATA 2, Balochistan 2.	(i) KP 6, FATA 5, Balochistan 2 (ii) Total 13 funded: KP 6, FATA 5, (iii) 2 funded (iv) Total 10: KP 6, FATA 2, Balochistan 2.	i) one pilot intervention each KP, FATA and Balochistan ; (ii) aggregate of 5 governance



These government-led interventions in KP include: Judicial Academy, Ombudsman, Anti-Corruption Establishment, Right to Information, Right to Services Commission, E-Citizens Grievance Redressal System, Public Procurement Regulatory Authority, Directorate of Monitoring & Evaluation (M & E), Office of the Chief Secretary, Strategic Development Partnership Framework. Similarly, in FATA include: FATA Tribunal, Directorate of M&E, Donor Coordination, Anti-Corruption Hotline, Internal Audit, FATA Reforms Commission, Finance Department, Bureau of Statistics, and in Balochistan: Ombudsman, Anti-Corruption Establishment, Performance Management, M & E Directorate, Finance Department, Donor Coordination. For outcomes, see Aide Memoire (AM)

interventions funded in KP and/or FATA; (iii) 1 funded in Balochistan; (iv) 2 reforms implemented in KP and FATA, and 2 identified for diagnostics in Balochistan

Date	11-Oct-2011	14-Jun-2014	12-Dec-2014	30-Jun-2015
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▲ No of completed KP and FATA pilot projects (Text, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Nil	(i) 1 completed in KP and 1 FATA.	(i) 1 completed in KP (Judicial Academy) and 1 in FATA (FATA Tribunal Phase I).	(i) 1 pilot completed for each KP, FATA and Balochistan under the RRF
Date	11-Oct-2011	14-Jun-2014	12-Dec-2014	30-Jun-2015



▲ No of implemented reform actions in KP and FATA (Text, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	--	5 implemented in KP, 2 in FATA.	6 implemented in KP, 2 in FATA. KP: Judicial Academy, Ombudsman, Anti-Corruption Establishment, e-Citizen Grievance Redressal System, Right to Information, Right to Service Commission. FATA: FATA Tribunal, Anti-Corruption Hotline. For outcomes, see AM.	2 reform actions implemented in KP and FATA
Date	--	14-Jun-2014	14-Jun-2014	30-Jun-2015

▲ No of interventions funded in KP and FATA (Text, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Nil	18 funded: KP 9, FATA 9.	26 funded: KP 12, FATA 15. KP: Judicial Academy, Ombudsman, Anti-Corruption Establishment (ACE), Directorate of Monitoring & Evaluation (DM & E), E-Citizens Grievance Redressal System (e-CGRS), TA Implementation Readiness: Southern Area Development Programme (SADP), Public Procurement Regulatory Authority (PPRA), Foreign Aid Section-Strategic Development Partnership Framework (SDPF), Right to Information (RTI), Right to Services Commission (RTS), Office of Chief Secretary (OCS), 10 Year Governance Program (GP). FATA: FATA Tribunal I & II, TA Implementation Readiness, FATA Emergency Rural Roads Project, FATA Extension of Laws, DM&E, Donor	An aggregate of 5 interventions funded in KP and/or FATA



Coordination, Anti-Corruption Hotline, Strengthening of Public Financial Management (PFM) Systems, Community Driven Development, Internal Audit, FATA Development Indicators Household Survey (FDIHS), FATA Reforms Commission, 10 Year GP. For outcomes, see AM.

Date	11-Oct-2011	14-Jun-2014	12-Dec-2014	30-Jun-2015
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▲ No of funded governance interventions in Balochistan (Text, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Nil	2 funded.	2 funded. Ombudsman, Anti-Corruption Establishment (ACE). For outcomes, see AM.	1 funded in Balochistan
Date	12-Sep-2012	14-Jun-2014	12-Dec-2014	30-Jun-2015

▲ No of completed Balochistan pilot project (Text, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Nil	Under implementation	1 completed. Institutional strengthening of Finance Department.	1 pilot intervention for Balochistan
Date	12-Sep-2012	14-Jun-2014	12-Dec-2014	30-Jun-2015

▲ No of Balochistan reform actions identified for diagnostic study (Text, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Nil	1 identified and diagnostic study completed.	2 identified. 1 study completed (Institutional Needs Assessment of M & E Directorate), and 2nd on-going.	2 reform actions identified for diagnostic
Date	12-Sep-2012	14-Jun-2014	12-Dec-2014	30-Jun-2015



► Capacity Enhancement (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Nil	(i) ISUs operational (ii) 23 line departments supported.	(i) ISUs operational (ii) 23 line departments supported.	(i) Operation and management of FATA, KP Balochistan ISUs: (ii) Strengthening the institutional capacity of Line Departments in KP, Balochistan and FATA
Date	11-Oct-2011	14-Jun-2014	12-Dec-2014	30-Jun-2015

▲ PCNA Implementation Support Unit (ISU) in KP and FATA set up and operationalized (Text, Custom Supplement)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0	(1) Staffed (2) Equipped (3) O & M provided (4) KP interacted with 21 DPs FATA 22 (5) KP: 174 meetings with department; FATA: 152.	(1) Staffed (2) Equipped (3) O & M provided (4) KP interacted with 21 DPs FATA 22 (5) KP: 174 meetings with department; FATA: 163.	(1) Staffed (2). Equipped (3) Provided O&M budget (4). Interact with development partners; and (5) relevant Govt Depts and MDTF Projects
Date	11-Oct-2011	14-Jun-2014	12-Dec-2014	30-Jun-2015

▲ Systems established to monitor progress of PCNA program (Text, Custom Supplement)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0	(1) KP FATA M&E units working (2) Quarterly reports	(1) KP FATA M&E units working (2) Quarterly reports	(1) M&E Unit (2) semi-annual progress



		produced.	produced.	reports to MDTF
Date	11-Oct-2011	14-Jun-2014	12-Dec-2014	30-Jun-2015

▲ Balochistan ISU established (Text, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Nil	(1) Staffed (2) Equipped (3) O & M provided (4) interacted with 4 DPs (5) 62 meetings with departments.	(1) Staffed (2) Equipped (3) O & M provided (4) interacted with 4 DPs (5) 102 meetings with departments.	(1) Staffed (2). Equipped (3) Provided O&M budget(4). Interact with development partners; and (5) relevant Govt Depts and MDTF Projects
Date	12-Sep-2012	14-Jun-2014	12-Dec-2014	30-Jun-2015

Overall Comments

The results framework is expected to be substantially revised and streamlined as part of the proposed Second Additional Financing to more effectively measure the results of the Project.

Intermediate Results Indicators

► Designed Balochistan 10 Yr Governance Program (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	Y	N	N	Y
Date	12-Sep-2012	14-Jun-2014	12-Dec-2014	30-Jun-2015



► Project prepared for financing and implementation (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	2.00	2.00	4.00
Date	12-Sep-2012	14-Jun-2014	12-Dec-2014	30-Jun-2015

► Developed Balochistan project concept notes (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	2.00	5.00	2.00
Date	12-Sep-2012	14-Jun-2014	12-Dec-2014	30-Jun-2015

► Reform Implementation (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	5.00	10.00	5.00
Date	11-Oct-2011	14-Jun-2014	12-Dec-2014	30-Jun-2015

► Funding Interventions (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	24.00	31.00	5.00
Date	11-Oct-2011	14-Jun-2014	12-Dec-2014	30-Jun-2014



► Workshops (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	64.00	103.00	12.00
Date	11-Oct-2011	14-Jun-2014	12-Dec-2014	30-Jun-2014

► Studies (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	4.00	4.00	5.00
Date	11-Oct-2011	14-Jun-2014	12-Dec-2014	30-Jun-2015

► Monitoring Systems (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	Y	Y	Y
Date	11-Oct-2011	14-Jun-2014	14-Jun-2014	30-Jun-2015

► Donor Coordination (Yes/No, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	N	Y	Y	Y
Date	11-Oct-2011	14-Jun-2014	12-Dec-2014	30-Jun-2014



► Concept Notes (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	30.00	32.00	8.00
Date	11-Oct-2011	14-Jun-2014	12-Dec-2014	30-Jun-2015

► Governance Program (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	--	0.00	2.00
Date	11-Oct-2012	14-Jun-2014	12-Dec-2014	--

► ISUs operationalized (Percentage, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	100.00	100.00	100.00
Date	11-Oct-2011	14-Jun-2014	14-Jun-2014	31-Dec-2012

Overall Comments

Data on Financial Performance

Disbursements (by loan)

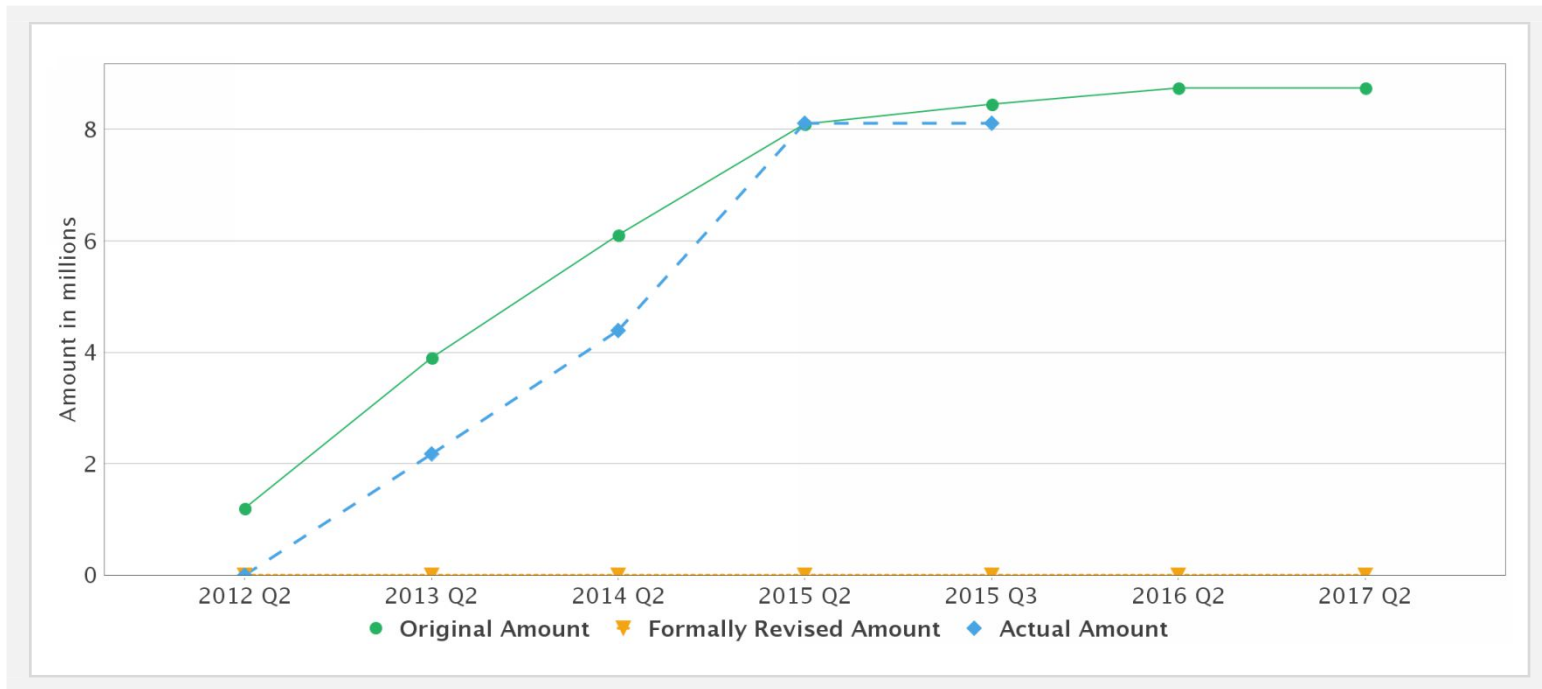
Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P126425	TF-10510	Effective	USD	8.75	8.75	0.00	8.11	0.64	93%

Key Dates (by loan)

Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P126425	TF-10510	Effective	11-Oct-2011	11-Oct-2011	11-Oct-2011	30-Jun-2014	30-Jun-2015



Cumulative Disbursements



Restructuring History

There has been no restructuring to date.

Related Project(s)

P130941-AF GSP for KP/FATA/BALUCHISTAN ,P152586-Governance Support Project for KP FATA and Balochistan