ISLAMIC REPUBLIC OF PAKISTAN

DATA COLLECTION SURVEY ON KHYBER PAKHTUNKHWA IN PAKISTAN

FINAL REPORT

FEBRUARY 2022

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

ORIENTAL CONSULTANTS GLOBAL CO., LTD.

INTERNATIONAL DEVELOPMENT CENTER OF JAPAN INC.

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ABBREVIATIONS

1.	ADP	Annual Development Plan
2.	AIP	Accelerated Implementation Programme
3.	BLA	Balochistan Liberation Army
4.	CBO	Community-based Organization
5.	CFSLA	Comprehensive Food Security and Livelihood Assessment
6.	CPEC	China-Pakistan Economic Corridor
7.	COVID-19	Coronavirus disease
8.	CSO	Civil Society Organization
9.	DFID	Department for International Development
10.	EU	European Union
11.	FAO	Food and Agriculture Organization of the United States
12.	FATA	Federally Administered Tribal Areas
13.	FCDO	Foreign, Commonwealth and Development Office
14.	FDP	FATA Development Programme
15.	FGD	Focus Group Discussion
16.	FIP	FATA Infrastructure Project
17.	FY	Fiscal Year
18.	GDP	Gross Domestic Product
19.	GIS	Geographic Information System
20.	GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
21.	ICT	Information, Communication and Technology
22.	IDPs	Internally Displaced Persons
23.	IT	Information Technology
24.	JETRO	Japan External Trade Organization
25.	JICA	Japan International Cooperation Agency
26.	KP	Khyber Pakhtunkhwa
27.	LCB	Local Council Board
28.	LGE&RDD	Local Government, Elections and Rural Development Department
29.	LGS	Local Governance School
30.	LoGo II	Support to Local Governance
31.	NGO	Non-Governmental Organisation
32.	NMDs	Newly Merged Districts
33.	NOC	No Objection Certificate
34.	OSM	Open Street Map
35.	PATA	Provincially Administered Tribal Areas

36.	P&DD	Planning and Development Department
37.	PDMA	Provincial Disaster Management Authority
38.	PTC	Parent Teacher Council
39.	PTI	Pakistan Movement for Justice
40.	RAHA	Refugee-affected and Hosting Areas Program
41.	RV	Refugee Village
42.	SDS	Sustainable Development Strategy
43.	SME	Small and medium-sized enterprises
44.	SY	School Year
45.	SWOT	Strengths, Weaknesses, Opportunities, Threats
46.	TDP	Temporarily Dislocated / Displaced Persons
47.	TDS	Tribal Decade Strategy
48.	TMA	Tehsil Municipal Administration
49.	TTP	Tehrik-i-Taliban Pakistan (Taliban Movement in Pakistan)
50.	UN	United Nations
51.	UNDP	United Nations Development Programme
52.	UNHCR	United Nations High Commissioner for Refugees
53.	UNICEF	United Nations Children's Fund
54.	UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
55.	UNODC	United Nations Office on Drugs and Crime
56.	UNOPS	United Nations Office for Project Services
57.	U.S.	United States
58.	USAID	United States Agency for International Development
59.	WFP	United Nations World Food Programme
60.	WASH	Water and Sanitation
61.	WHO	World Health Organization
62.	WSSC	Water and Sanitation Services Company

CHAPTER 1   INTRODUCTION

1.1   Background of the Study

Khyber Pakhtunkhwa Province is located in the northwest Pakistan, which includes the border area with Afghanistan, namely the former Federally Administered Tribal Areas (FATA). Pakistan is the third-largest refugee host country in the world, and 58% of Afghan refugees live in Khyber Pakhtunkhwa Province. Due to long-term acceptance of refugees for around 40 years since the late 1970s, the burden of providing public services on host communities is increasing (UNHCR, 2020).

The Swat region in Khyber Pakhtunkhwa Province was occupied by the Tehrik-i-Taliban Pakistan (TTP) in May 2009, and the Pakistan Armed Forces carried out operations to wipe out armed groups until April 2016. As a result, approximately 2.3 million internally displaced persons (IDPs) were generated. Similarly, in North Waziristan and Khyber Agencies in the FATA, IDPs were generated as a result of the terrorist eradication operation by the Pakistan Armed Forces. Although many IDPs have returned to their homes, it is estimated that there are still approximately 195,000 IDPs in the country as of October 2017 (UNHCR, 2017). Needs for humanitarian emergency assistance such as food, health and education for IDPs and host communities continue to exist. In order to promote the resettlement of returnees, a wide range of support for livelihood improvement through rehabilitation of infrastructure, agricultural development and vocational training are necessary.

In May 2018, the Constitution was amended and the FATA was merged into the Khyber Pakhtunkhwa Province. The FATA was named Newly Merged Districts (NMDs). In Khyber Pakhtunkhwa Province, it is necessary to functionalize the local administration system in the Province, including NMDs as a whole, and for that, capacity building of local government officers is an urgent issue. In addition, the unemployment rate in Khyber Pakhtunkhwa Province, particularly among young men aged 15 to 29, is higher compared with other provinces. It is said that the unemployed youth are easily recruited by terrorist organizations due to poverty caused by lack of livelihood and the feeling of social and economic blockage. In order to prevent the infiltration of terrorist organization in the area, it is necessary to provide administrative services to improve the situation of unemployment. Furthermore, there is a concern that the impact of COVID-19 and desert locusts will become more serious. Since the stability of the societies in the Khyber Pakhtunkhwa Province, particularly in the NMDs, is important not only for Pakistan but also for the peace and stability in the South Asian region including Afghanistan, assistance to contribute to livelihood improvement and stability of the area is required in the medium to long term.

1.2   Objectives of the Study

The objectives of the Study are the following:

- To conduct social surveys to identify issues to be considered when implementing JICA-assisted projects in Khyber Pakhtunkhwa Province in the future for long term development and to promote peace in the target area; and

- To make recommendations on future projects related to local governance that are suitable for JICA's cooperation, as well as methodologies for remote implementation of the projects from Japan/JICA Pakistan office, Islamabad, in consideration of the travel restrictions to NMDs.

1.3   Study Area

The target area of the Study is the Khyber Pakhtunkhwa Province in the northwestern region of Pakistan, focusing on Newly Merged Districts in the province.

1.4   Counterpart Agencies for the Study and Implementation Organization

The main counterpart agency for the Study is the Government of Khyber Pakhtunkhwa. At the beginning of the Study, the JICA Study Team coordinated with the Planning and Development Department in the Government of Khyber Pakhtunkhwa to identify the relevant departments to be involved in the Study. The implementation organization of the Study is shown in Figure 1.1.
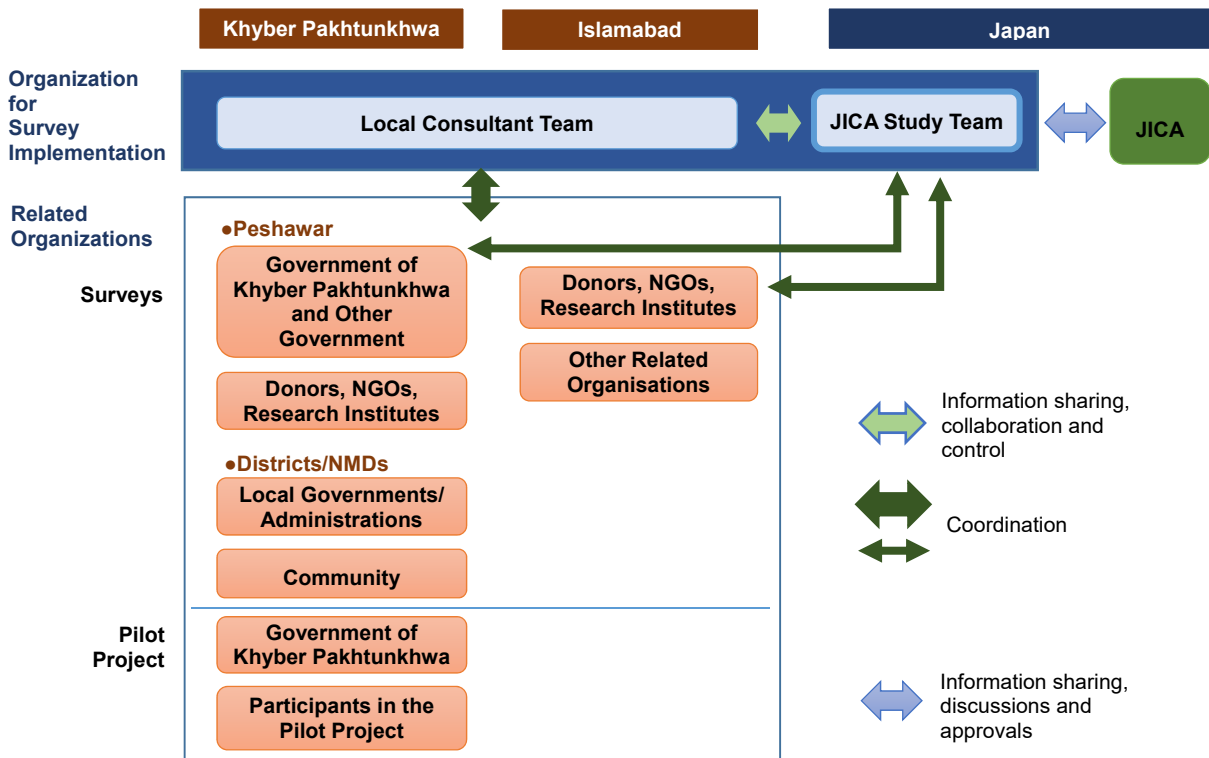
Figure 1.1　Implementation Organization

1.5　Workflow Chart

The workflow chart for the implementation of the Study is shown in Figure 1.2. Due to the spread of COVID-19, all travels to Pakistan have been canceled. As a result, "3. Field survey and implementation of the pilot project," which was scheduled to be conducted on site, was done remotely from Japan.

1. Data Collection and Analysis

【Work in Japan 1】
December 2020-June 2021

(1) Preparation of Inception Report

(2) Explanation and Discussion on Inception Report

(3) Data Collection and Analysis to be Conducted Remotely from Japan

- Situations of the Khyber Pakhtunkhwa Province
- Local administration systems and issues on the capacity building of local governments
- Projects implemented from a distance and by using remote technologies

2. Preparation of Social Survey Report and Designing of Pilot Project

【Work in Japan 2】
June-August 2021

(4) Preparation of Social Survey Report

(5) Examination of Needs and Potential Cooperation

(6) Examination of Remote Implementation Methods

(7) Preparation of the Pilot Project Implementation Plan

(8) Preparation of a Draft Survey Implementation Plan

(9) Preparation for the Survey and the Pilot Project

3. Field survey and Implementation of and Pilot Project

【Work in Japan 3】
September-November 2021

(10) Data Collection and Analysis to be Conducted Remotely from Japan (Continued)

(11) Implementation of the Pilot Project

(12)Preparation /Discussion of Implementation Report

4. Reporting

【Work in Japan 4】
November 2021-February 2022

(13) Finalization of Social Survey Report

(14) Summary of Recommendations Regarding Needs and Possibility of Cooperation

(15) Summary of Recommendations on Remote Project Implementation Methods

(16) Draft Final Report Preparation / Discussion

(17) Final Report Preparation

Figure 1.2   Workflow Chart

CHAPTER 2   OVERVIEW OF PAKISTAN

2.1   Social and Economic Conditions (Key Indicators)

Key indicators pertaining to the socio-economic situation of Pakistan are shown in the table below.

Table 2.1   Key Indicators of Pakistan

General Information	Area	796,000 km^2
	Population	207.77 million (2017 census)
	Capital	Islamabad: Population of 2 million (2017 census)
	Ethnic groups	Punjabis, Sindhis, Pashtuns, Balochi
	Languages	Punjabi 48%, Sindhi 12%, Saraiki 10%, Urdu (national language) 8%, Pashto 8%, Balochi 3%, Hindko 2%, Brahui 1%, others (English, Burushaski, etc.) 8% (U.S. Central Intelligence Agency)
	Religions	Islam [96.4% (85-90% are Sunni and 10-15% are Shia)], Hinduism (1.6%), and Christianity (1.59%). (U.S. Central Intelligence Agency)
	Official languages	Urdu (national language), English (official language)
	National religion	Islam
Political System	Form of government	Federal republic
	Head of state	President Arif ALVI (Mr. Arif ALVI), inaugurated in September 2018
	Parliamentary system	Bicameral system
Economy	Key industries	Agriculture and textile industries
	Total nominal GDP	284.2 ($1 billion) (2019)
	Nominal GDP per capita	1,388 (USD) (2019)
	Real GDP growth rate	3.29 (%) (2019)
	Inflation rate	10.58 (%) (2019)
	Unemployment rate	5.8 (%) (State Bank of Pakistan Annual Report, 2018/2019)
	Exchange rate against the US dollar	150.04 (Rupees) (2019)
Human Development Index	Human Development Index: HDI	0.557 (154th)
Education	Literacy rate	62.3% (covering 10 years and above) (White Paper of Pakistan Finance Department, 2017/2018)
	Rate of children out of school	Primary education (18% male, 29% female), early secondary education (42% male, 50% female)
		Post-secondary education (57% male, 67% female)
Health	Maternal mortality ratio	140 (per 100,000 births) (2017)
	Under-five mortality rate	69 (per thousands of births) (2018)
	Neonatal mortality rate	42 (per thousands of births) (2018)

Source: Ministry of Foreign Affairs of Japan: https://www.mofa.go.jp/mofaj/area/pakistan/data.html
    JETRO: https://www.jetro.go.jp/world/asia/pk/basic_01.html
    UNICEF the State of the World's Children 2019
    WHO World Health Statistics 2021

2.2   Changes in the Political Situation in Pakistan

Due to its geopolitical conditions, Pakistan has experienced territorial disputes with India over Kashmir (Indo-Pak conflict) and war of independence (Bangladesh War of Independence) over the years. The conflict with India over Kashmir dates back to the issue of possession of the region at the time of independence in 1947. There were two major clashes with Indian troops in 1947 and 1965, both of which were resolved by the UN Security Council and the ceasefire was monitored. Furthermore, when the region known as East Pakistan attempted to gain independence from Pakistan in 1971, the Indian army intervened, and the two armies again exchanged fire. This kind of confrontation between India and Pakistan also occurred after the Cold War, when Pakistan increased its military power through cooperation with the United States. In 1999 the armies of India and Pakistan clashed in the Kargil district of Kashmir. Since then, bilateral relations have repeatedly improved and deteriorated.

During the Cold War, President Zia-ul-Haq implemented an "Islamization policy" from the late 1970s to the late 1980s and encouraged the construction of madrasas to improve Islamic education. When the Soviet Union invaded Afghanistan, the country supported the alliance against the Soviet forces. Domestically, this had implications for national integration as an Islamic state, but externally, the strategy was to create a political situation in Afghanistan that was favorable to Pakistan in terms of relations with India. Even after the Soviet Union withdrew from Afghanistan in the aftermath of the Cold War, Pakistan was the first in the world to recognize the Islamic Emirate of Afghanistan, which was established by the Taliban in May 1997.

However, following the 9/11 terrorist attacks, when international condemnation of the Taliban for harboring Osama Bin Laden grew and the U.S. military launched a war against Afghanistan, the Musharraf regime revoked its recognition of the Taliban regime and, in response to U.S. military operations, conducted a campaign to eliminate Al Qaeda and the Taliban in the Federally Administered Areas of Pakistan (FATA). The FATA was an area that was not substantially governed by the federal government of Pakistan, and because of the opposition of Taliban-supporting forces, the FATA had become a quagmire of unsuccessful cooperation with the United States.

Like the Musharraf administration, President Zardari, who took office in September 2008, promoted the "war on terrorism" and continued mopping up operations against Taliban-supporting forces such as the Tehrik-i-Taliban Pakistan (TTP). Against this backdrop, in May 2011, U.S. Navy SEALs killed Osama Bin Laden in Abbottabad, Khyber Pakhtunkhwa, without informing the Government of Pakistan.

Prime Minister Nawaz Sharif, who was re-elected in May 2013, began peace negotiations with the TTP in 2014. But as the peace talks faltered, the Pakistani military launched a mopping-up operation in North Waziristan of the FATA, where the organization and others are based. By September 2016, the military announced that it had killed 3,500 combatants as a result of the operation.

While insurgent activities in the FATA have been subdued, militant groups such as the Balochistan Liberation Army (BLA) have repeatedly carried out terrorist attacks on security agencies, the provincial government and infrastructure. They have also accused the China-Pakistan Economic Corridor (CPEC), a Chinese-backed development project in Pakistan, of attempting to seize underground resources.

Since independence, civilian and military governments have repeatedly been in power in Pakistan. The civilian government has been run by people from old feudal landlords (the Bhutto family) and capitalists (the Sharif family), whose internal political turmoil have repeatedly led to military coups and military rule. While a civilian government has been in power since 2008, Prime Minister Nawaz Sharif resigned in 2017 in the wake of the Panama Papers scandal. The following year, the Supreme Court ruled that he was ineligible to serve as a member for life, effectively banning him from politics. In the subsequent parliamentary elections in July 2018, the Pakistan Tehreek-e-Insaf (PTI) led by Imran Khan, who is critical of the U.S. war on terrorism, became the ruling political party, and Khan was elected prime minister. It can be said that there are many people who resonate with the "new Pakistan" envisioned by Khan, who does not come from a landowning or capitalist background like previous. This turning point has led to the growing sense of expectation for new governance. A brief history of Pakistan since its independence is summarized in Table 2.2.

Table 2.2   Brief History of Pakistan

Month and Year	Event
August 1947	Independence of the Islamic Republic of Pakistan from the United Kingdom (Independence of the Union of India)
October 1947	First Indo-Pakistani War (Kashmir War)
January 1948	UN Security Council adopted a resolution to call for a ceasefire (S/RES/39)
December 1948	Achievement of ceasefire; dispatchment of United Nations Military Observer Group in India and Pakistan (UNMOGIP)
1956	Transition to a republican form of government
1962	Chinese People's Liberation Army's invasion of the Indian territory (Sino-Indian border dispute)
August 1965	Second Indo-Pakistani war
September 1965	UN Security Council adopted a resolution to call for a ceasefire (S/RES211)
January 1966	Start of peace talks, agreement on the withdrawal of troops
December 1971	Clashes between Indian and Pakistani troops who intervened against the independence movement in East Pakistan (Third Indo-Pakistani War, Bangladesh War of Independence)
December 1971	16th: Independence of the People's Republic of Bangladesh
1972	Withdrawal from the Commonwealth (rejoined in 1989)
1977	Military coup by General Muhammad Zia-ul-Haq, establishment of the Haq military government
1979	Soviet forces' invasion of Afghanistan
1980s	U.S. support for anti-communist Muslim guerrillas (mujahideen) through the U.S. intelligence agency in Pakistan (Inter-Services Intelligence: ISI) (Pakistan has since become an "anti-communist frontline base")
1988	Withdrawal of Soviet troops from Afghanistan
May 1998	Nuclear test was successful
May 1999	Clashes between Indian and Pakistani forces in Kashmir's Kargil district (Kargil conflict) Coup d'état led by Musharraf Chief of the Army Staff, formation of the government (commonwealth status was suspended)
October 1999	Inauguration of President Musharraf
June 2001	Terrorist attacks on the United States by Al Qaeda (9/11 attacks)
September 2001	Pakistani troops entered the Federally Administered Tribal Areas (FATA) in a failed operation to clear Al Qaeda fleeing Afghanistan
December 2001	Rejoined the Commonwealth
2004	In response to the U.S. military's Operation Enduring Freedom, Pakistani troops fought the Taliban in Pakistan's tribal areas (Waziristan) to kill Al Qaeda leaders (Waziristan War, Tehrik-i-Taliban Pakistan)
March 2004 June 2004	U.S. forces' intervention in the war in Waziristan, bombing of North Waziristan and other areas (since then, the fighting against Pakistan and the Taliban has become a quagmire, and operations were expanded to Balochistan)
2005	Earthquake in Pakistan (2005 Kashmir earthquake)
October 2007	Presidential election was held, declaration of the state of emergency (suspension of the constitution, enforcement of martial law enforced)
December 2007	Assassination of presidential candidate Benazir Bhutto
February 2008	Pakistan assembly elections were held, anti-Musharraf forces won
August 2008	Resignation of President Musharraf, de facto exile to Britain, inauguration of President Asif Ali Zardari
2010	Flooding in Pakistan
May 2011	Assassination of Osama Bin Laden by the U.S. Special Forces while he was hiding in Islamabad
November 2011	Launching of a cross-border attack from Afghanistan by the International Security Assistance Force (ISAF) stationed in Afghanistan
2012	Resignation of Prime Minister Gilani, Prime Minister Ashraf took office
2013	General elections were held; inauguration of Prime Minister Sharif (the third Sharif government); inauguration of President Hussain
2017	Resignation of Prime Minister Sharif, Prime Minister Abbasi took office
2018	Pakistan Movement for Justice (PTI) won the general elections, inauguration of Prime Minister Imran Khan, inauguration of President Alvi

2.3   Local Government System in Pakistan

In 1959, under the military regime led by President Ayub Khan, Pakistan established a system of local governments called "Basic Democracy", which consisted of four tiers of local governments: Division, District, Union and Tehsil. A local government system was established for the first time. This clearly positioned the local government system as part of the national system[1], but it was abolished in 1969 when the Ayub Khan administration ended.

In 1979, a local government system was once again established under the military regime of Muhammad Zia-ul-Haq. Rural areas were divided into three tiers of local governments: districts, tehsils, and unions, while urban areas were divided into town committees, municipal committees, municipal corporations, and metropolitan corporations, depending on the size of the city.

Furthermore, in accordance with the pledge made by the Chief of Army Staff General Musharraf to "restore democracy" during the military coup of 1999, the Local Government Act of the four provinces of the country were implemented in 2001. By August 2001, local elections were held in 105 districts across the country, and councils were established in districts, tehsils and unions[2]. As a result, decentralization was promoted, including the public election of heads of districts and other local governments, and the delegation of authority from provincial governments to local governments[3].

In 2010, under the18th amendment to the Constitution, the authority of the federal governments were delegated to the provincial governments, and all matters other than those handled by the federal parliament, such as national defence, diplomacy, and currency, were placed under the jurisdiction of the provinces. In line with this, each provincial government enacted its own Local Government Act, held local elections, and developed a decentralized administrative implementation system. A federal institution, National Reconstruction Bureau, which was responsible for the policy formulation on local government system was dissolved in 2011.

In Khyber Pakhtunkhwa Province (previously known as North-West Frontier Province before 2010), the provincial laws and regulations were developed in accordance with the national policy, and a local government system was established. The KP Local Government Act 2013 established the local government system of KP province consisting of three tiers: districts, tehsils/towns, and villages/neighborhoods. The government of KP amended the Act of 2013 by the Local Government (Amendment) Act 2019, in which the local government system has two-tiers: the tehsil/city local governments and the village/ neighborhood councils. As of January

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[1] Hiroshi Sato, Bangladesh: The Political Structure of Underdevelopment) in Chapter 4 Administrative Reform after Independence: From the Dismantling of the Civil Service of Pakistan (CSP) to the Friction between the Military and Civilian Officials," Institute of Developing Economies, 1990.
[2] Japan International Cooperation Agency, Report of the Pakistan Country Assistance Study Group (2003)
[3] Japan International Cooperation Agency, "Report on the Implementation of the Local Government Capacity Building Project in Punjab, Pakistan" (2004)

2022, the local election in the KP province is underway and the new local government system has not yet been realized. The evolution of the local government system in Khyber Pakhtunkhwa Province is described in Chapter 4.

In response to the aforementioned national policy on local governments, the Local Government Act was enacted in FATA in 1979, 2002 and 2012 to develop local governments, but it failed due to safety reasons and other factors.

CHAPTER 3   OVERVIEW OF KHYBER PAKHTUNKHWA PROVINCE

3.1   Basic Information on Khyber Pakhtunkhwa Province and NMDs

The NMDs are comprised of seven districts located in the southwestern part of Khyber Pakhtunkhwa Province on the border with Afghanistan (see Figure 3.1). In 2018, the Federally Administered Tribal Areas (hereafter referred to as the FATA) were merged into Khyber Pakhtunkhwa Province and is now called Newly Merged Districts (NMDs).

Six frontier regions were situated on the border between the FATA and Khyber Pakhtunkhwa Province, but these frontier regions and the districts of the Provincially Administered Tribal Areas (PATA) in the northern part of the province were also merged into Khyber Pakhtunkhwa Province along with the FATA, all of which have the same status within Khyber Pakhtunkhwa Province.

Currently, there are 35 districts in Khyber Pakhtunkhwa Province, of which 7 are within the NMDs (Figure 3.1). As shown in Table 3.1, the population of Khyber Pakhtunkhwa Province as a whole and of the NMDs is about 35 million and 4.6 million, respectively, and the population of the NMDs accounts for about 13% of the total population of the province. The rural population ratio in the NMDs is as high as 97%, and of the 4.6 million population, only about 140,000 live in the cities. The largest towns are Jamrud (with a population of 60,000) and Landi Kotal (with a population of 30,000) in Khyber District and Sadda (with a population of 30,000) in Kurram District. The most populous district is Bajaur with a population of about 1.1 million, 100% of which is rural population. The population density is 848 people/km^2, which is very high compared to 349 people/km^2 in Khyber Pakhtunkhwa Province. Khyber district also has a large rural population of approximately 890,000 people. Majority of the population is Pashtun, with different Pashtun tribes and clans living in different areas. Most are Muslims, but there are also a few Sikhs and Hindus[4].

In the NMDs, majority of the population are mainly dependent on a living from unsustainable income sources such as day labor farming and non-farming, skilled labor, loans and income support[5]. The development indicators in the NMDs show that the literacy rate is 33.3% (53% outside of the NMDs), the net enrolment rate is 49% (68% outside of the NMDs), the maternal mortality rate (per 100,000 live births) is 395 (275 outside of the NMDs), and the infant mortality rate (per 1,000 live births) is 86 (60 outside the NMDs)[6]. The NMDs' development

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[4]   Local Government in FATA, Fata Research Centre
[5]   Comprehensive Food Security and Livelihood Assessment (CFSLA) 2019-20
[6]   Sustainable Development Strategy, 2019 Final Report, Planning and Development Department, Government of KP

lags far behind those of other parts of Khyber Pakhtunkhwa Province. According to the report of Multidimensional Poverty in Pakistan before the merger of FATA, the multidimensional poverty index of the FATA was 0.337 (0.250 in Khyber Pakhtunkhwa and 0.197 nationwide), and the poverty rate was 73.7% (49.2% in Khyber Pakhtunkhwa and 38.8% nationwide)[7], which was extremely high.

Table 3.1   Population, Rural Population Ratio, etc., in the Seven Districts Within the NMDs

Area	Population (1998)	Population (2017)	Annual Average Population Growth Rate	Rural Population Ratio	Population Density (Persons/km²)	Ethnic Groups
Bajaur District	595,227	1,093,684	3.25%.	100.0%	848	Tarkani, Utmankhel
Mohmand District	334,453	466,984	1.77%.	100.0%	203	Mohmand, Safi, Utmankhel
Khyber District	546,730	986,973	3.16%.	90.1%.	383	Afridi, Shinwari
Orakzai District	225,441	254,356	0.64%.	100.0%	165	Bangash, Tori, Mangal, Orakzai
Kurram District	448,310	619,553	1.72%.	93.5	183	Bangash, Tori, Mangal, Orakzai
North Waziristan District	361,246	543,254	2.17%.	99.2%.	115	Dawar, Wazir
South Waziristan District	429,841	679,185	2.44%.	100.0%	103	Mahsud, Wazir, Bhittani
NMDs Total	2,941,248	4,643,989	2.43%.	96.9%.	-.	
Frontier Regions	235,083	357,687	2.23%.	100.0%	-.	
Khyber Pakhtunkhwa Province (excluding NMDs and frontier regions)	17,743,645	30,523,371	2.90%.	81.2%	-.	
Khyber Pakhtunkhwa Province-wide	20,919,976	35,525,047	2.83%.	83.5%.	349	
Pakistan	132,352,279	207,774,520	2.40%.	63.6%	261	

Source: 1998, 2017 Population Census

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[7]   Multidimensional Poverty in Pakistan (based on the 2014/15 Pakistan Social and Living Standards Measurement Survey), Planning Commission of Pakistan, UNDP and Oxford Poverty&Human Development Initiative,
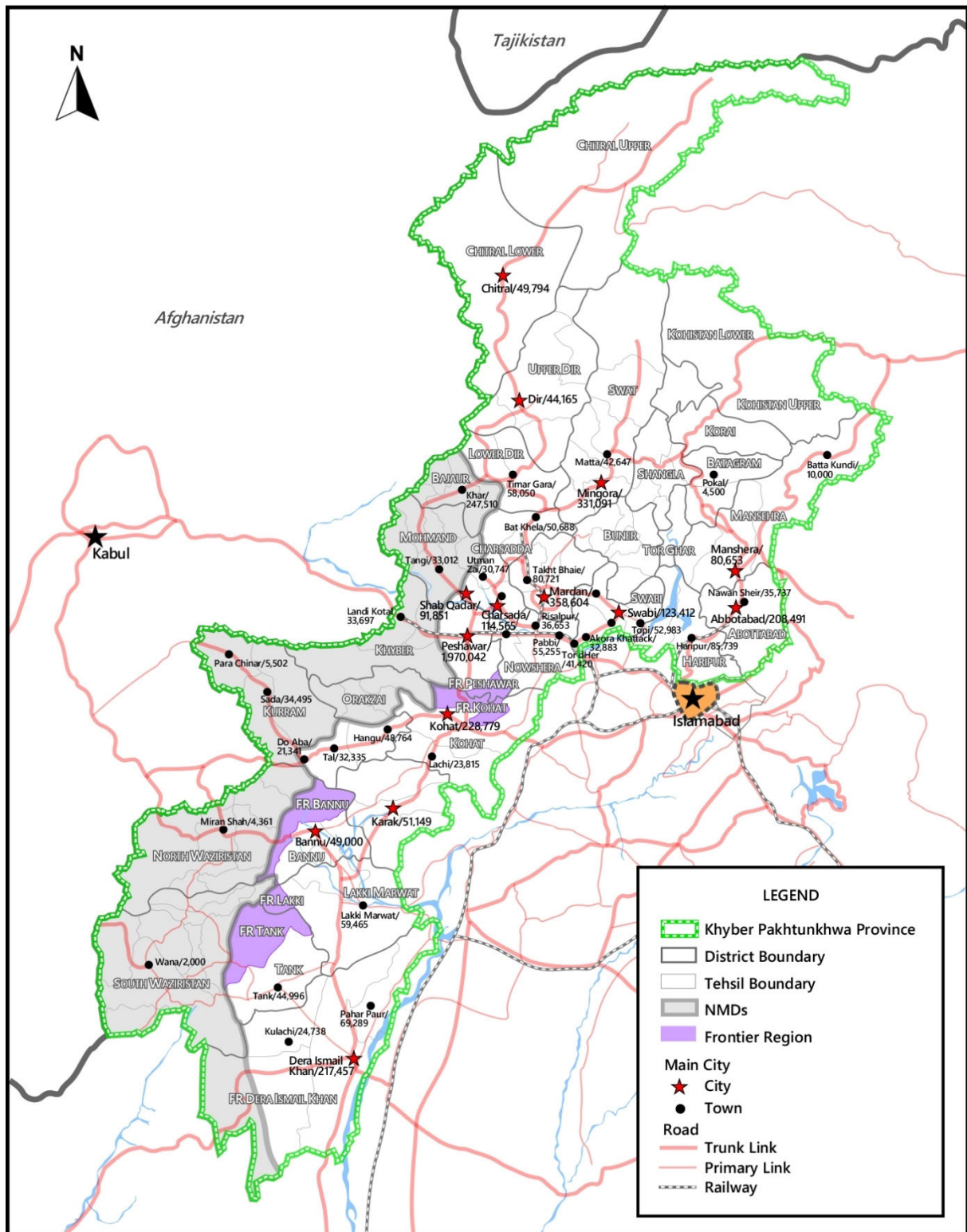
Figure 3.1   Location Map of the NMDs

3.2 Poverty and Livelihood

The figure below shows the poverty rate data (2014-2015) for each district in Pakistan (2014-2015). In Khyber Pakhtunkhwa Province, the FATA has a high poverty rate of over 70% (shown in red). The province of Balochistan in the west of Pakistan, which is next to the FATA, has a similarly high rate of poverty. On the other hand, poverty rates are low in the districts of Nowshera District, Peshawar District, Mardan District, and Charsadda District – which are outside the FATA in Khyber Pakhtunkhwa province – ranging from 30% to 39.9%.
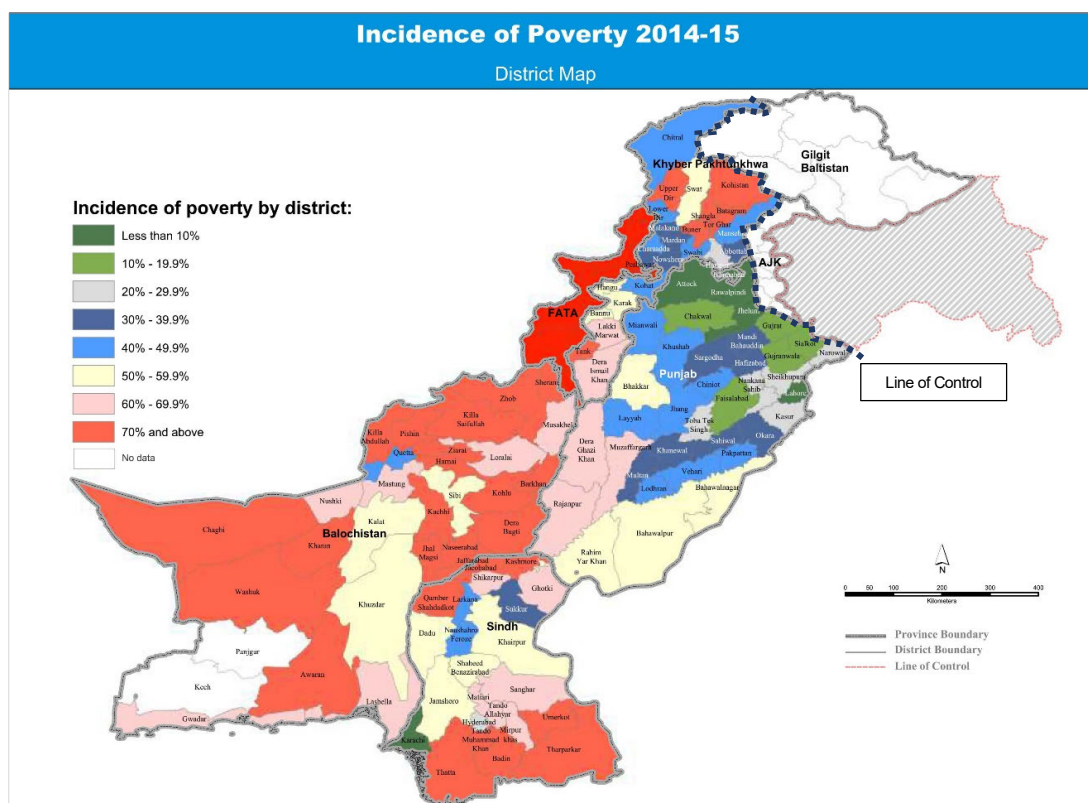
*Poverty rates for FATA region before 2014-2015.are not available.

*The map does not represent JICA's official position on territory and borders.

Source: https://www.pk.undp.org/content/pakistan/en/home/library/development_policy/Multidimensional-Poverty-in-Pakistan.html

Figure 3.2   Poverty Rates in Each District in Pakistan

The Comprehensive Food Security and Livelihood Assessment (CFSLA) is a questionnaire survey conducted in 2019 by the Government of Khyber Pakhtunkhwa and WFP Pakistan, which targeted 3,630 households in the NMDs and frontier regions[8]. Questions about income and expenditure per household were included in the questionnaire survey. The results from each district were summarized in Table 3.2.

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[8]   The target households were randomly selected from households existing in the selected districts at the time the survey was conducted, and whether or not there were IDPs or refugees in the households was not a subject of the survey. The questionnaire includes a question on whether the responder is a returnee or not, but the result is not disclosed.

The average monthly income of a household in the NMDs is Rs. 28,967 and the average expenditure is Rs. 22,635. The highest average household income is Rs. 32,380 in Mohmand district and the lowest is Rs. 24,509 in Bajaur district, with a difference of about Rs. 8,000. Bajaur district also has a much higher percentage of households in debt, which is 59%, compared to 18% in Mohmand district. From this it can be inferred that even though the poverty level is high in all the NMDs, the situation varies considerably from one district to another even within the NMDs.

Table 3.2   Household Income and Expenditure

Area	Average Household Monthly Income (Rupees)	Average Household Monthly Food Expenditure (Rupees)	Percentage of Food Expenditure Share in the Total Expenditure	Percentage of Households That Have Contracted Debts (In the Past Six Months)
Bajaur District	24,509	20,335	81%	59%
Mohmand District	32,380	21,751	77%	18%
Khyber District	27,611	22,285	77%	47%
Orakzai District	30,970	23,876	85%	47%
Kurram District	31,996	26,173	77%	61%
North Waziristan District	29,289	26,009	79%	57%
South Waziristan District	31,090	26,178	75%	55%
NMDs-wide (including frontier regions)	**28,967**	**22,635**	**79%**	**47%**

Source: Comprehensive Food Security and Livelihood Assessment (CFSLA) 2019-20

Questions regarding means of livelihood at each household were included in the CFSLA (Table 3.3). In terms of the NMDs as a whole, daily workers engaged in agricultural and non-agricultural activities account for half of the total, followed by those who have regular jobs, skilled workers, and those who own business. However, as the table shows, the trends differ according to district; in South Waziristan, daily agricultural and non-agricultural workers account for 70 percent of the total, while in Kurram, dependence on domestic and foreign remittances is higher than in other districts.

Table 3.3   Main Means of Livelihood

Area	Daily farming activities	Non-agricultural labor	Skilled workers	Own business/ trade	Remittance (local/ foreign)	Regular job (private/ government)	Others
Bajaur District	34%	28%	8%	12%	5%	8%	5%
Mohmand District	25%	16%	18%	24%	1%	15%	1%
Khyber District	18%	28%	17%	9%	2%	22%	4%
Orakzai District	28%	20%	19%	7%	7%	12%	7%
Kurram District	21%	22%	9%	6%	19%	17%	6%
North Waziristan District	25%	26%	6%	11%	7%	16%	9%
South Waziristan District	42%	31%	4%	6%	4%	7%	6%
NMDs-wide (including frontier regions)	**27%**	**26%**	**12%**	**11%**	**5%**	**14%**	**5%**

Source: Comprehensive Food Security and Livelihood Assessment (CFSLA) 2019-20

The CFSLA also asked how many people in each household participated in livelihood activities, segregated by gender, and the results are presented in Table 3.4. The table shows that women are rarely engaged in livelihood activities, and there is no significant difference in this regard across the districts. Moreover, the CFSLA inquired about the percentage of children engaged in livelihood activities, and although the overall percentage is kept at 6%, children are engaged in livelihood activities in 25% of the households in South Waziristan district.

Table 3.4   Involvement in Livelihood Activities

Area	Number of People/Household Involved in Livelihood Activities		Percentage of People Involved in Livelihood Activities
	Male	**Female**	
Bajaur District	2	0.04	3%
Mohmand District	2	0.21	5%
Khyber District	1	0.04	0%
Orakzai District	2	0.03	1%
Kurram District	2	0.09	6%
North Waziristan District	2	0.04	3%
South Waziristan District	1	0.03	25%
NMDs-wide (including frontier regions)	**2**	**0.06**	**6%**

Source: Comprehensive Food Security and Livelihood Assessment (CFSLA) 2019-20

3.3   Literacy Rate and Education

The table below shows the literacy rates for people aged 10 years and above in each of the districts of the NMDs, entire Khyber Pakhtunkhwa province, and throughout Pakistan in 2017. The literacy rates for males and females in Pakistan were 71% and 46%, respectively, while the literacy rates in the entire Khyber Pakhtunkhwa province are slightly lower rate at 69% and 36%, respectively. Looking at the literacy rates in each district in the NMDs, some of the districts did not even reach half of the percentage of the literacy rates nationwide or in Khyber Pakhtunkhwa

province. In particular, Bajaur district has extremely low literacy rates of 30% for males and 8% for females. In terms of gender, women in the NMDs have a very low literacy rate.

Table 3.5   Literacy Rates for People Aged 10 and Above (2017)

NMDs Districts	Literacy Rate (%)		
	Male	Female	Total
Bajaur	30	8	20
Khyber	41	11	28
Kurram	76	17	49
Mohmand	49	17	35
Orakzai	54	13	35
North Waziristan	-	-	-
South Waziristan	44	12	31
KP Province	69	36	
Pakistan	71	46	

* The frontier districts are included each district
Sources:
  1) Pakistan Literacy rate (https://data.worldbank.org/indicator/SE.ADT.LITR.FE.ZS?locations=PK)
  2) Important District-Wise Socio-Economic Indicators of Khyber Pakhtunkhwa 2020, KP Government

The table below shows the literacy rates for those aged above 10 and above 15, and for those aged between 5 to 24, in the NMDs and Khyber Pakhtunkhwa province (excluding the NMDs) in 2019. The table also shows that the literacy rate in the NMDs is lower than that of Khyber Pakhtunkhwa province. In terms of the literacy rate in the NMDs by category, the literacy rate for those between the ages of 5 to 24 is slightly higher than those in other categories. This indicates that the literacy rate of the present generation of youth has improved compared to the previous generation.
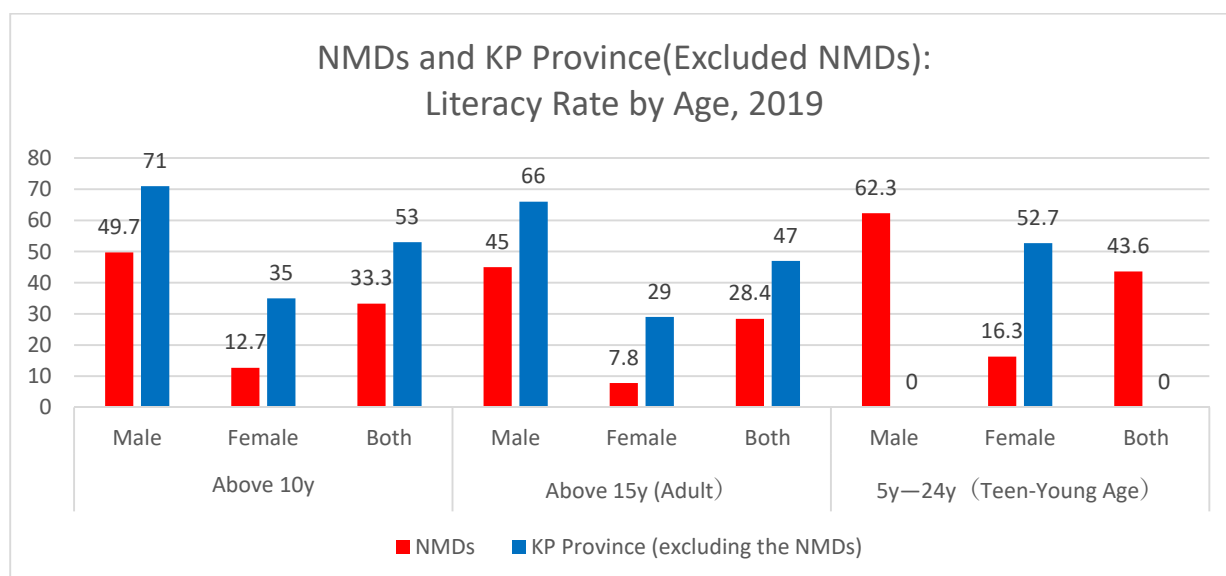
Note: 5-24 year olds (youth) literacy rate in Khyber Pakhtunkhwa Province was not available.
Source: Draft Accelerated Implementation Program, 2019

Figure 3.3   Literacy Rate by Gender (2019)

The low literacy rate can be partly attributed to the fact that many residents in the NMDs have never received any public education. According to the CFSLA, about 90% of the respondents (aged 5 years and above) in the NMDs, including those in the frontier districts, had no experience of public education or had completed primary education, as shown in the table below (Table 3.6). In particular, 76% of the respondents reported that they had no prior experience of public education. Nearly half of those who answered that they had no experience of public education were males, although the percentage was slightly higher than the one for females. This indicates that the number of those who had no experience of public education was roughly the same for both males and females. The total number of those who have completed primary education is only 12%, but the proportion of those who have completed primary education by gender is overwhelmingly male, while the number of females is very small. This suggests that women have been kept out of public education at a higher rate than men.

Table 3.6   Levels of Educational Attainment (Aged 5 and Above) in Seven District within the NMDs

Area	No Experience of Public Education			With Experience of up to Primary Education		
	Total	Total Percentage		Total	Total Percentage	
		Male	Female		Male	Female
Bajaur District	**80%**	48%	52%	**10%**	86%	14%
Mohmand District	**74%**	46%	54%	**14%**	74%	26%
Khyber District	**72%**	42%	58%	**15%**	85%	15%
Orakzai District	**78%**	49%	52%	**15%**	82%	18%
Kurram District	**69%**	45%	55%	**15%**	82%	18%
North Waziristan District	**78%**	49%	52%	**11%**	95%	5%
South Waziristan District	**82%**	54%	46%	**9%**	78%	22%
NMDs-wide (including frontier regions)	**76%**	48%	52%	**12%**	83%	17%

Source: Comprehensive Food Security and Livelihood Assessment (CFSLA) 2019-20

The lack of public education continues to be an ongoing problem. The table below shows the gross and net enrollment rates for primary education. The gross enrollment rate is only 65% for all NMDs, with a rate of 45% for females. The net enrollment rate is even lower. The net enrollment rate in the entire Khyber Pakhtunkhwa province is only 65%, and although the enrollment rates in the NMDs are particularly low, Khyber Pakhtunkhwa province has a low enrollment rate.

Table 3.7   Enrollment Rates in Primary Education in Seven Districts within the NMDs (2018-2019 School Year)

Area	Gross Enrollment Ratio			Net Enrollment Ratio		
	Male	Female	Total	Male	Female	Total
Bajaur District	96%	35%	67%	83%	32%	58%
Mohmand District	74%	32%	54%	65%	29%	48%
Khyber District	79%	54%	67%	67%	47%	58%
Orakzai District	68%	26%	47%	58%	23%	40%
Kurram District	65%	32%	49%	52%	26%	39%
North Waziristan District	86%	55%	72%	80%	53%	67%
South Waziristan District	64%	40%	53%	56%	35%	47%
NMDs-wide (including frontier regions)	85%	45%	65%	73%	40%	57%
KP Province-wide (excluding the NMDs)	100%	79%	90%	75%	55%	65%

Source: Annual Statistical Report SY2018-2019

The table below shows the transition rates from primary to secondary education (Transition Rate). The transition rate was 80%in the NMDs as a whole, but the rate for girls was only 61% compared to 89% for boys. This indicates that the proportion of girls in secondary education is even lower than in primary education.

Table 3.8   Transition Rates from Primary to Secondary Education in Seven Districts within the NMDs (2018-19 School Year)

Area	Transition Rates from Primary to Secondary Education (Only in Government Schools)		
	Male	Female	Total
Bajaur District	78%	60%	74%
Mohmand District	95%	60%	86%
Khyber District	96%	69%	88%
Orakzai District	99%	73%	92%
Kurram District	79%	66%	74%
North Waziristan District	115%	45%	83%
South Waziristan District	71%	50%	63%
NMDs-wide (including frontier regions)	89%	61%	80%
KP Province-wide（excluding the NMDs）	86%	87%	86%

Source: Annual Statistical Report SY2018-2019

The high number of out-of-school children among school-aged children reflects the low enrollment rate in primary education and the low transition rate to secondary education. The figure below shows the percentage of out-of-school children in the age category between 5 to 16 years in Khyber Pakhtunkhwa province by district. The percentage of out-of-school children is very high in Mohmand District and Bajaur District in the NMDs at 57% and 56%, respectively. In addition, Abbottabad district had the lowest percentage of out-of-school children in Khyber Pakhtunkhwa province at 9% (outside the NMDs).
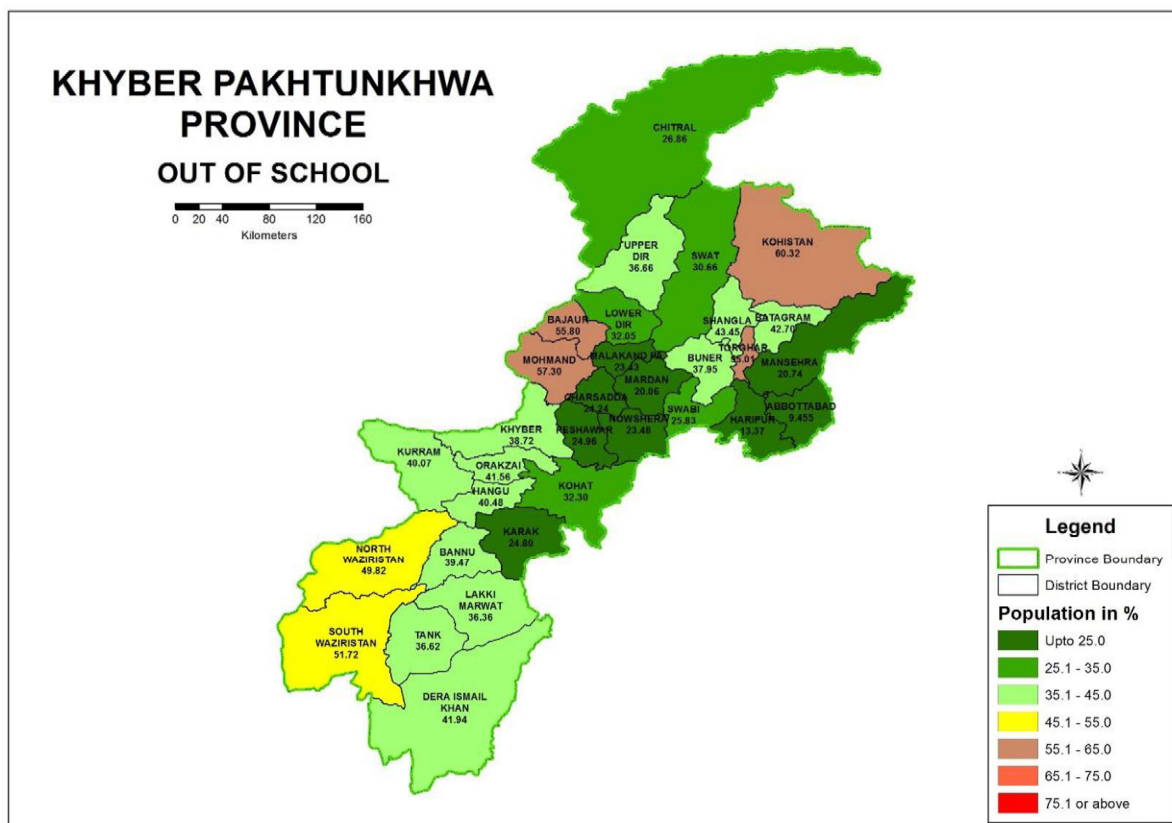
Source: Pakistan Bureau of Statistics, Key Findings Report Pakistan Social and Living Standard Measurement (PLSM)
    Survey, 2019

Figure 3.4   Rate of Non-Attendance (2019)

In addition to the poor enrollment situation at the basic education level in the NMDs, the pupils who are enrolled in the schools do not have access to education in a satisfactory environment. As shown in the table below (Table 3.9), public primary schools in the NMDs lack basic infrastructure compared to public primary schools in Khyber Pakhtunkhwa province (excluding the NMDs).

**Table 3.9   Percentage of Public Elementary Schools Lacking Basic Infrastructure
(2018-19 School Year)**

Facilities	School Type	NMDs-wide (Including the Frontier Regions)	KP Province-wide (Excluding the NMDs)
Boundary Walls	Boys' School	33%	9%
	Girls' School	17%	4%
	Total	26%	7%
Water Supply	Boys' School	55%	15%
	Girls' School	47%	9%
	Total	52%	12%
Electricity	Boys' School	66%	21%
	Girls' School	50%	14%
	Total	59%	18%
Toilet	Boys' School	57%	6%
	Girls' School	37%	3%
	Total	48%	5%

Source: Annual Statistical Report SY2018-2019

Although the CFSLA and the Annual Statistical Report issued by the KP Department of Elementary and Secondary Education do not mention about the reasons behind the lack of public education, interviews conducted by the JICA Study Team targeting the NMDs suggest the following.

- There is a shortage of schools (especially girls' schools). (Some of them remain destroyed.)
- Lack of facilities in existing schools.
- There are many scattered settlements in the area, and access to schools is poor.
- There is a shortage of teachers. There is also a problem with the quality of existing teachers.
- There are people who could not send their children to school because of poverty.
- Some conservative people have no understanding of girls' education, especially secondary and higher education.

3.4   Health

The table below shows the maternal mortality rate, infant mortality rate and under-five mortality rate for 2019. The maternal mortality rate in the NMDs is 395 (per 100,000 live births) compared to 275 in the Khyber Pakhtunkhwa Province (excluding the NMDs), which indicates that the rate in the NMDs is higher. The percentage of infant deaths and under-five deaths are also higher within the NMDs than in Khyber Pakhtunkhwa province.

Table 3.10   Number of Maternal Deaths, Infant Mortality Rate, and Number of Deaths of Children Under 5 Years Old (2019)

Area	Number of Maternal Deaths (per 100,000 births)	Number of Infant Deaths (per 1,000 births)		Number of Deaths of Children Under 5 years old (per 1,000 births)	
		Male	Female	Male	Female
NMDs	395	95	72	110	80
KP Province (excluding the NMDs)	275	65	57	77	70

Source: Draft Accelerated Implementation Program, 2019
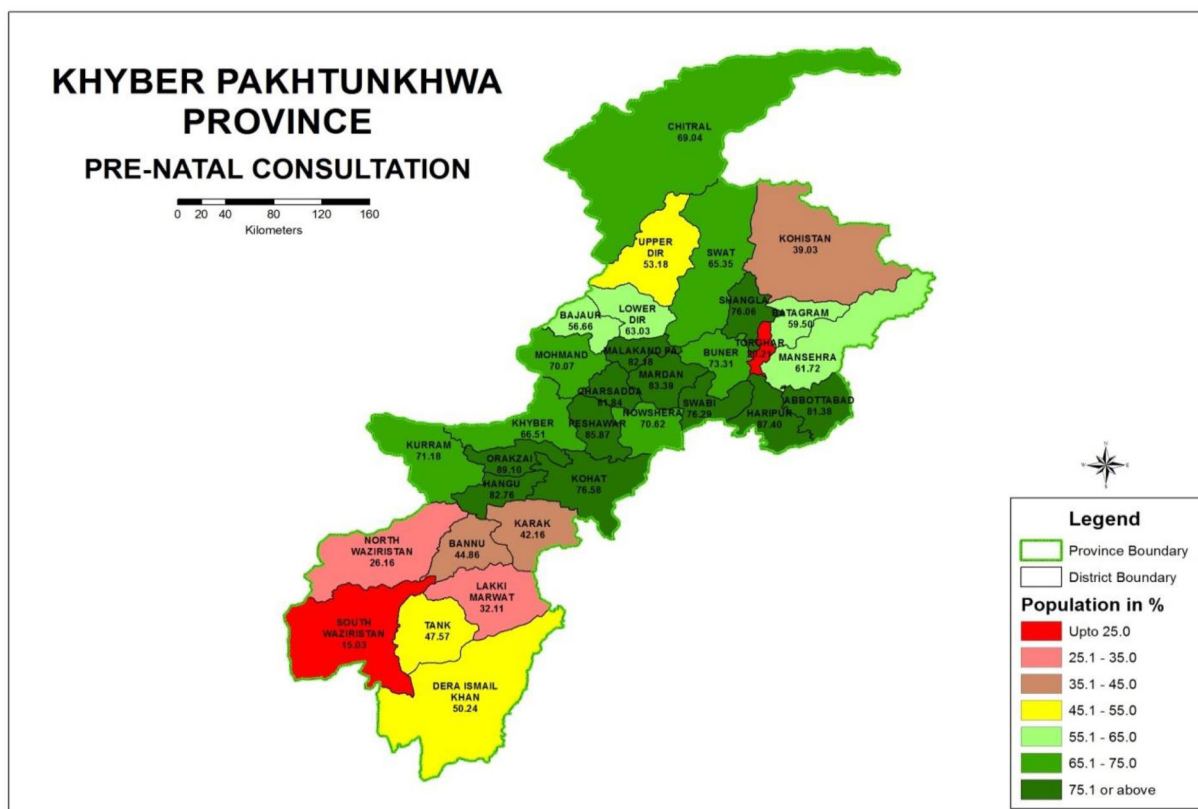
Source: Pakistan Bureau of Statistics, (Key Findings Report Pakistan Social and Living Standard Measurement (PLSM) Survey, 2019)

Figure 3.5   Prenatal Consultation Service (2019)

The table below shows the total number of health facilities (hospitals, clinics, medical centers, etc.) in 2019. Within the NMDs, population per health facility in Bajaur and Khyber districts are 31,978 and 20,745, respectively, indicating that the health facilities are sparsely distributed in comparison to the population. On the other hand, in North Waziristan District, the population per health facility is 1,850. Thus, there is a significant difference compared to Bajaur and Khyber. The population per health facility in the NMDs as a whole is 7,146, while in Khyber Pakhtunkhwa province (excluding the NMDs), it is 17,672. The number of health facilities in Bajaur and Khyber districts is considered to be inadequate in relation to the population size.

Table 3.11   Number of Health Facilities (2019)

NMDs Districts	Number of Health Facilities	Population per One Facility
Bajaur District	36	31,978
Mohmand District	52	9,237
Khyber District	50	20,745
Orakzai District	69	3,727
Kurram District	77	8,268
North Waziristan District	304	1,850
South Waziristan District	88	8,021
Total NMDs	676	7,146
KP Province (excluding the NMDs)	1,834	17,672
KP Province-wide	2,510	14,799

Source: Important District-Wise Socio-Economic Indicators of Khyber Pakhtunkhwa 2020, KP Government

The CFSLA also includes a question about the distance to health facilities. As shown in the table below, 67% of the respondents in the NMDs answered that the distance was within 1 km, while 10% answered that it was more than 3 km. The situation varies by district, with 19% of the residents in South Waziristan district saying that the distance is more than 30 km, indicating that the situation is poor even within the NMDs. Based on Table 3.11 and Table 3.12, it can be inferred that, although Bajaur and Khyber districts are relatively close to the health facilities, a large number of patients must be seen in a single facility due to the small number of facilities.

Table 3.12   Distance to Health Facilities

Area	Within 10 km	11 km to 20km	21 km to 30 km	More than 30 km
Bajaur District	78%	10%	8%	4%
Mohmand District	65%	15%	12%	9%
Khyber District	83%	8%	5%	4%
Orakzai District	96%	2%	1%	0%
Kurram District	59%	17%	9%	16%
North Waziristan District	69%	9%	9%	13%
South Waziristan District	34%	32%	15%	19%
NMDs-wide (including frontier regions)	**67%**	**14%**	**9%**	**10%**

Source: Comprehensive Food Security and Livelihood Assessment (CFSLA) 2019-220

3.5   Water and Hygiene

Table 3.13 shows the primary sources of drinking water for residents of each of the NMD districts. While pumped wells are the main source of water for the NMDs as a whole, it is worth noting that 20% of households rely on unmaintained water sources (such as rivers and rainwater). In Orakzai District, 39% of the population is dependent on unmaintained water sources. As for the main source of drinking water, 42% of the people in Kurram District use piped water supply, while 59% of the people in Mohmand District use pumped wells. It indicates that the situation

varies greatly from one district to another.

Table 3.13   Main Sources of Drinking Water

Area	Piped water	Public tap	Tube well/ borehole	Protected well	River, canal, rain, unprotected well, etc.	Others (treatment plant, protected spring water, hand pump, bottled water, water tanks / bladders)
Bajaur District	19%	3%	18%	40%	**12%**	8%
Mohmand District	5%	20%	59%	6%	**2%**	8%
Khyber District	23%	6%	33%	5%	**20%**	13%
Orakzai District	16%	6%	21%	7%	**39%**	11%
Kurram District	42%	13%	9%	8%	**15%**	13%
North Waziristan District	31%	2%	22%	17%	**20%**	8%
South Waziristan District	5%	1%	52%	4%	**31%**	7%
NMDs-wide (including frontier regions)	18%	6%	32%	13%	**20%**	11%

Source: Comprehensive Food Security and Livelihood Assessment (CFSLA) 2019-2020

According to the CFSLA, 47% of those in the NMDs, including the frontier regions, answered that their source of drinking water is located within their home compound and 22% of them answered that they could reach their source of drinking water within 10 minutes. A total of 12% of respondents said it took them more than 30 minutes to obtain drinking water, and 19% of the residents said they had to spend between 10 and 30 minutes to collect drinking water. In addition, pumping water tends to be a woman's job. Pumping water is done by 82% of the total respondents (68% women and 14% girls).

The figure below shows the percentage of households with flush toilet facilities in 2019. The number of households with flush toilet facilities has not reached half of the total number of households, particularly in Mohmand (25%-35%), Bajaur (45.1%-55%) and South Waziristan (45.1%-55%) districts.
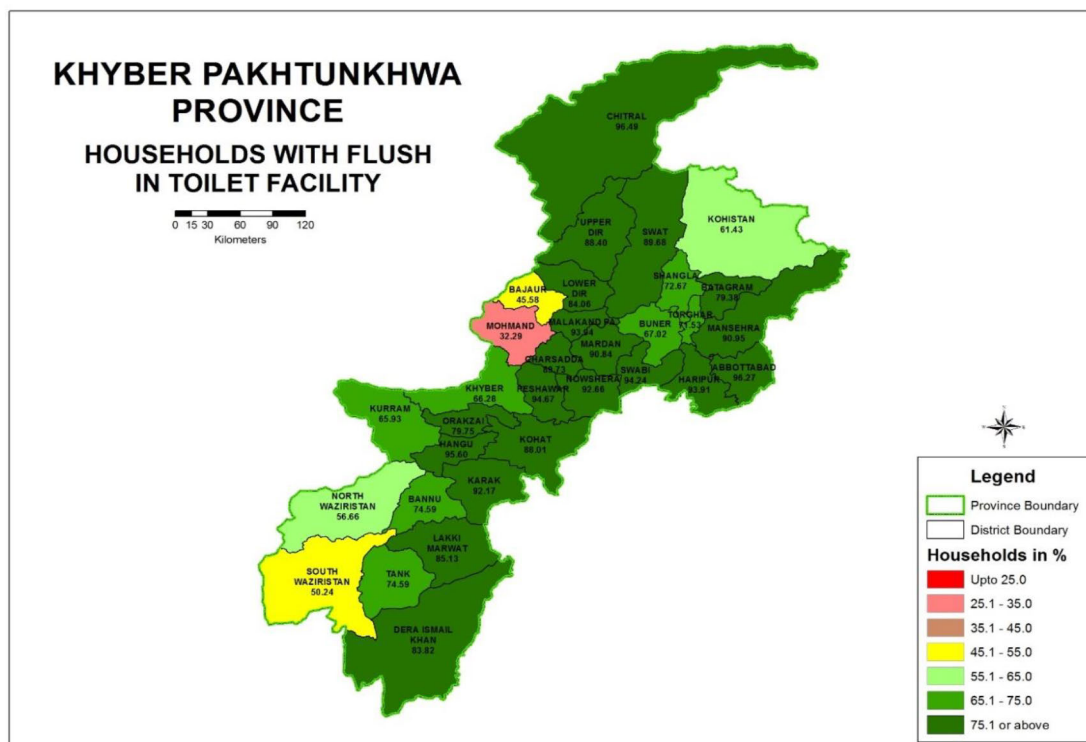
Source: Pakistan Bureau of Statistics, (Key Findings Report Pakistan Social and Living Standard Measurement (PLSM) Survey, 2019)

Figure 3.6   Flush Toilet Facilities (2019)

Through a questionnaire survey, the CFSLA asked the respondents, about the type of toilet they normally use according to gender. In all NMDs, the percentage of males and females using flush toilets is 32% and 37%, respectively, with particularly high percentages in Mohmand and Kurram districts. On the other hand, open defecation remains widespread, with 35% of males and 9% of females in the NMDs as a whole and 68% of males in North Waziristan district reporting that they defecate in the open.

Table 3.14   Types of Toilet by Gender

Area	Flush		Dry pit latrine		Open field	
	Male	**Female**	**Male**	**Female**	**Male**	**Female**
Bajaur District	30%	45%	39%	49%	30%	6%
Mohmand District	44%	50%	15%	36%	40%	15%
Khyber District	31%	30%	54%	64%	16%	4%
Orakzai District	12%	12%	85%	87%	2%	0%
Kurram District	57%	57%	21%	32%	21%	11%
North Waziristan District	23%	31%	9%	60%	68%	7%
South Waziristan District	22%	19%	26%	66%	51%	14%
NMDs-wide (including frontier regions)	**32%**	**37%**	**32%**	**52%**	**35%**	**9%**

Source: Comprehensive Food Security and Livelihood Assessment (CFSLA) 2019-220

3.6 Roads

The table below shows the road length per 1 km^2 (km) in 2019. With regard to road categories, the Communication and Works Department defines high roads as roads between major cities, and low roads as roads to villages or suburbs. The average road length per km^2 in Pakistan is 0.34 km, and 0.31 km in Khyber Pakhtunkhwa province. The NMDs region has an average road length of 0.28 km, and the difference between Khyber Pakhtunkhwa province and the entire country is not significant. However, in terms of districts in the NMDs, North Waziristan and South Waziristan have the shortest road length per km^2. Although the two districts are large in area and the villages are dispersed throughout the districts, it is assumed that the roads connecting the villages are not well maintained (See map in Figure 3.1).

Table 3.15   Road Length per 1 km2 (2019)

Area	Population 2018-19 (000)	Area (km^2)	Total Road Length 2018-19 (km)	High Type (km)	Low Type (km)	Road Length per 1 km^2 (km)
Bajaur District	1,151	1,290	892	652	240	0.69
Mohmand District	480	2,296	580	467	114	0.25
Khyber District	1,037	2,576	911	671	240	0.35
Orakzai District	257	3,380	762	439	323	0.23
Kurram District	637	1,538	947	607	340	0.62
North Waziristan District	562	4,707	835	609	225	0.18
South Waziristan District	706	6,620	1,317	881	436	0.20
Total in the NMDs	4,830	22,407	6,244	4,326	1,918	0.28
KP Province (excluding the NMDs)	32,316	79,334	19,285	13,314	5,970	0.24
KP Province	37,146	101,741	31,956	24,067	7,889	0.31
Pakistan	212,724	796,095	270,972	201,100	69,872	0.34

Source: Important District-Wise Socio-Economic Indicators Of Khyber Pakhtunkhwa 2020, KP Government

3.7 Electricity and Communication

A questionnaire survey was conducted by the CFSLA to determine the availability of electricity. In the NMDs, 73% of the households reported having electricity, but the situation varies by district, with 99% in Mohmand and a very low percentage of 27% in South Waziristan.

Table 3.16   Availability of Electricity

District	Yes
Bajaur	76%
Mohmand	99%
Kyhber	85%
Orakzai	85%
Kurram	77%
North Waziristan	79%
South Waziristan	27%
NMDs (excluding frontier regions)	73%

Source: Comprehensive Food Security and Livelihood Assessment (CFSLA) 2019-220

The table below shows the number of telecom facilities in 2018 -2019. In Pakistan, the number of people per landline is 76, while in KP (excluding the NMDs), the number is 146 and in 267 in the NMDs. In particular, the districts of Khyber and Bajaur have a very low number of telephones in terms of population ratio. The population per post office is 20,267 in the country and 19,907 in KP (excluding the NMDs). In Mohmand (80,000) and South Waziristan (88,250) districts, the number of post offices is low in comparison to the population.

Table 3.17   Number of Communication Facilities (2018-2019)

Area	Population (000) 2018-19	Landline Phone	Landline Phone/ Population	Post Office	Post Office/ Population
Bajaur	1,151	1,819	633	20	57,550
Mohmand	480	1,039	462	6	80,000
Kyhber	1,037	1,338	775	21	49,381
Orakzai	257	534	481	9	28,556
Kurram	637	4,149	154	11	57,909
North Waziristan	562	5,774	97	13	43,231
South Waziristan	706	3,465	204	8	88,250
NMDs	4,830	18,118	267	88	54,886
KP Province (excluding NMDs)	32,316	221,321	146	1,778	18,175
Total KP Province	37,146	239,000	155	1,866	19,907
Pakistan	212,724	2,799,000	76	10,496	20,267

Source: Important District-Wise Socio-Economic Indicators of Khyber Pakhtunkhwa 2020, KP Government

The figure below shows the internet coverage rate in 2019. The percentage of households in the NMDs with internet access is very low, especially in South Waziristan, Mohmand and Khyber district, where the rate is below 15%.
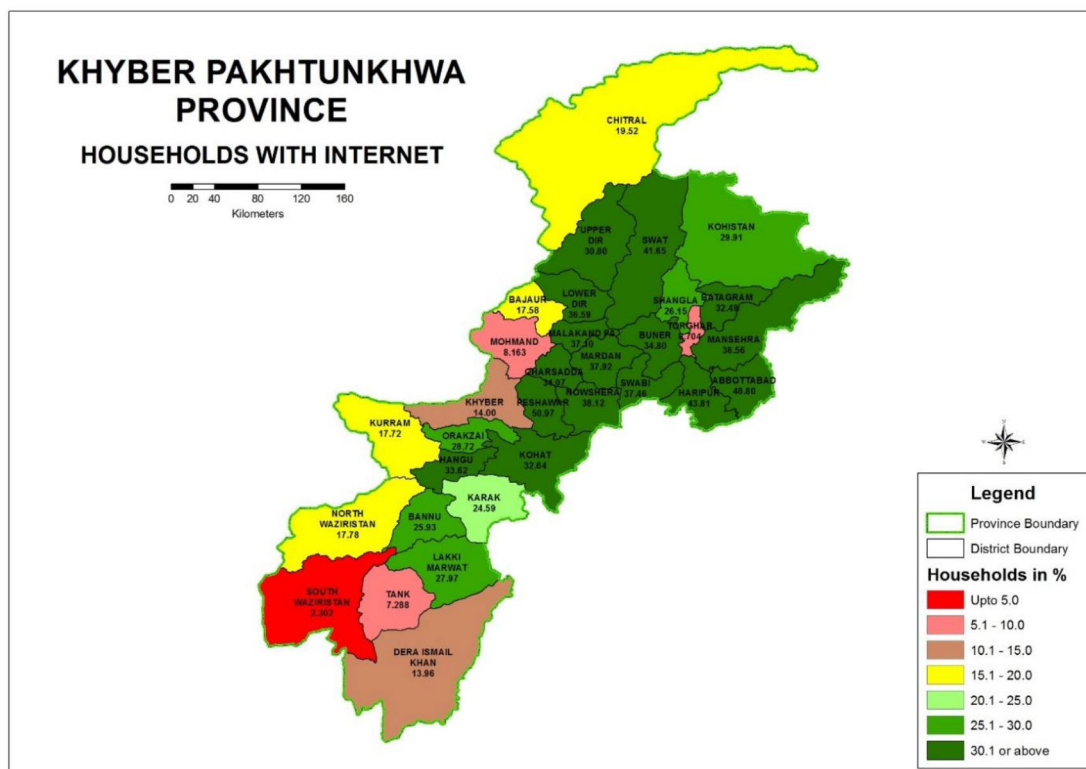
Source: Pakistan Bureau of Statistics (Key Findings Report Pakistan Social and Living Standard Measurement (PLSM) Survey, 2019)

Figure 3.7   Internet Coverage (2019)

The figure below shows an analysis of the status of ICT (Information, Communication & Technology) in each district, using the following three indicators:

- Households with a computer / laptop / tablet
- Households with cell phones
- Households with internet access

The average score for KP province is 5.09, but there are 12 districts that fall below this score. None of the districts in KP province are classified as Grade A; 10 districts are classified as Grade B, which is a relatively good situation; however, the situation in the remaining districts is classified as either Grade C or D, which means that ICT penetration is limited. NMDs, in particular, have a low rate of ICT adoption.
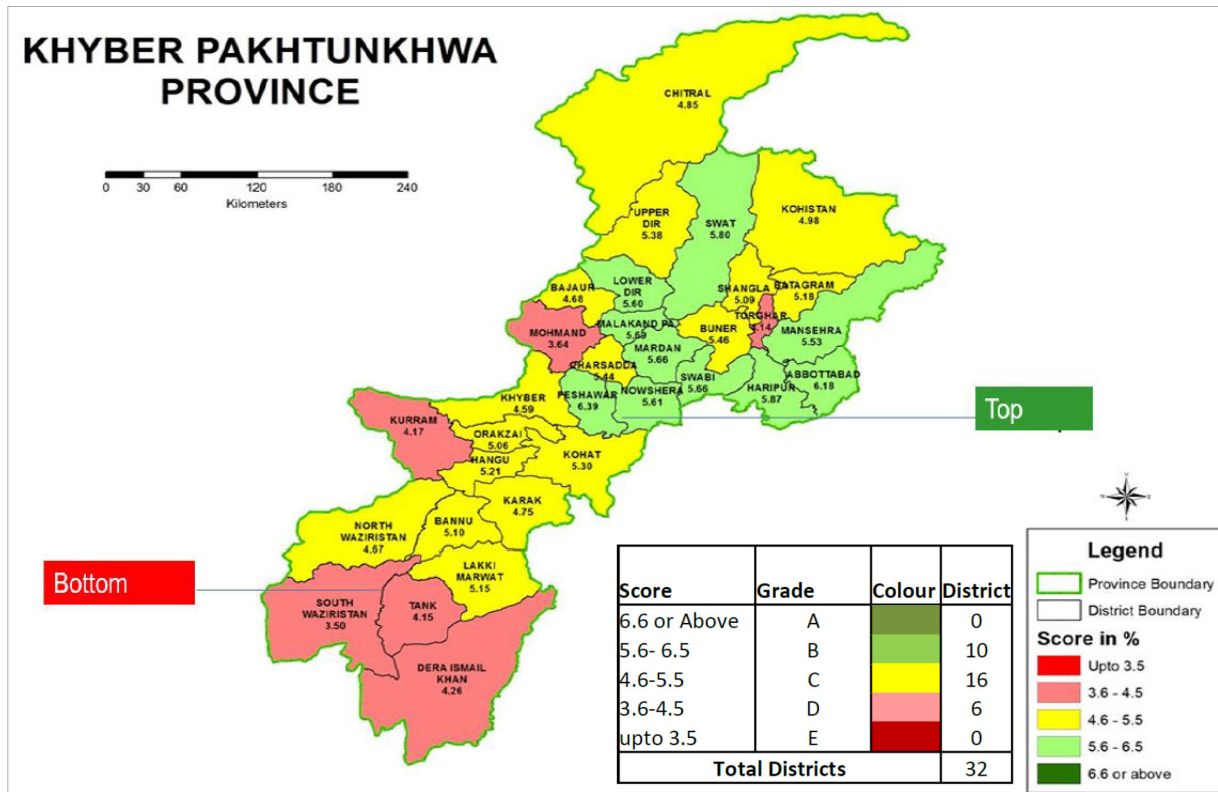
Source: Important District-Wise Socio-Economic Indicators of Khyber Pakhtunkhwa 2020, KP Government

Figure 3.8   ICT Coverage (2019)

3.8   Land Use and Population Distribution in NMDs

Existing data and literature, as well as open resources, were used to analyze land use, population distribution, and other aspects of the situation in each of the NMD areas. Based on the analysis of satellite maps, the 2016 FAO Land Use Atlas shows the land use categories and distribution as shown in the table below.

Table 3.18   Land Use Distribution Across KP Province and NMD Areas

District	Orchard	Crop Irrigated	Crop Marginal and Irrigated Saline	Crop in Flood Plain	Crop Rainfed	Forest - Natural Trees and Mangroves	Natural vegetation in wet areas	Ranged Lands-Natural Shrubs and Herbs	Built-up Area	Bare Areas	Bare Areas with Sparse Natural Vegetation	Wet Areas	Snow and Glaciers
Bajaur	0.0	0.0	0.0	102.1	442.6	151.2	16.8	213.2	31.9	0.7	381.2	4.6	0.0
Khyber	6.8	55.9	0.0	2.9	233.0	634.0	23.0	837.8	85.1	39.3	704.3	6.0	6.7
Kurram	1.5	92.3	0.0	44.4	277.8	951.8	76.8	931.5	43.6	72.8	850.2	5.2	31.5
Mohmand	0.2	23.5	0.0	2.0	649.4	131.6	7.4	689.8	23.6	0.3	741.4	3.9	0.0
Orakzai	3.3	2.2	0.0	122.6	78.7	1,579.4	113.4	689.9	70.2	282.7	2,010.3	8.5	0.0
N.Waziristan	0.0	0.5	0.0	21.9	263.5	585.9	12.7	395.8	16.9	0.2	181.2	0.0	0.0
S.Waziristan	50.9	57.4	17.0	13.2	136.0	1,811.7	168.0	550.8	38.6	494.0	3,105.6	9.1	0.0
Total NMDs	62.7	231.7	17.0	309.0	2,080.9	5,845.5	418.1	4,308.7	309.9	889.9	7,974.2	37.3	38.2
Frontier Region	2.3	17.2	0.0	21.9	153.8	972.2	116.6	947.7	35.9	206.0	2,226.8	11.1	0.0
KP Province (NMDs, Frontier Regions are excluded)	240.3	7,796.9	113.7	961.3	13,285.6	9,260.0	1,240.9	17,487.9	1.703.64	1,148.9	12,354.0	707.7	8,257.9
Total KP Province	305.3	8,045.8	130.8	1,292.2	15,520.3	16,077.7	1,775.6	22,744.3	345.8	2,244.9	22,555.0	756.2	8,296.1

Source : FAO Land Use Atlas (2016)
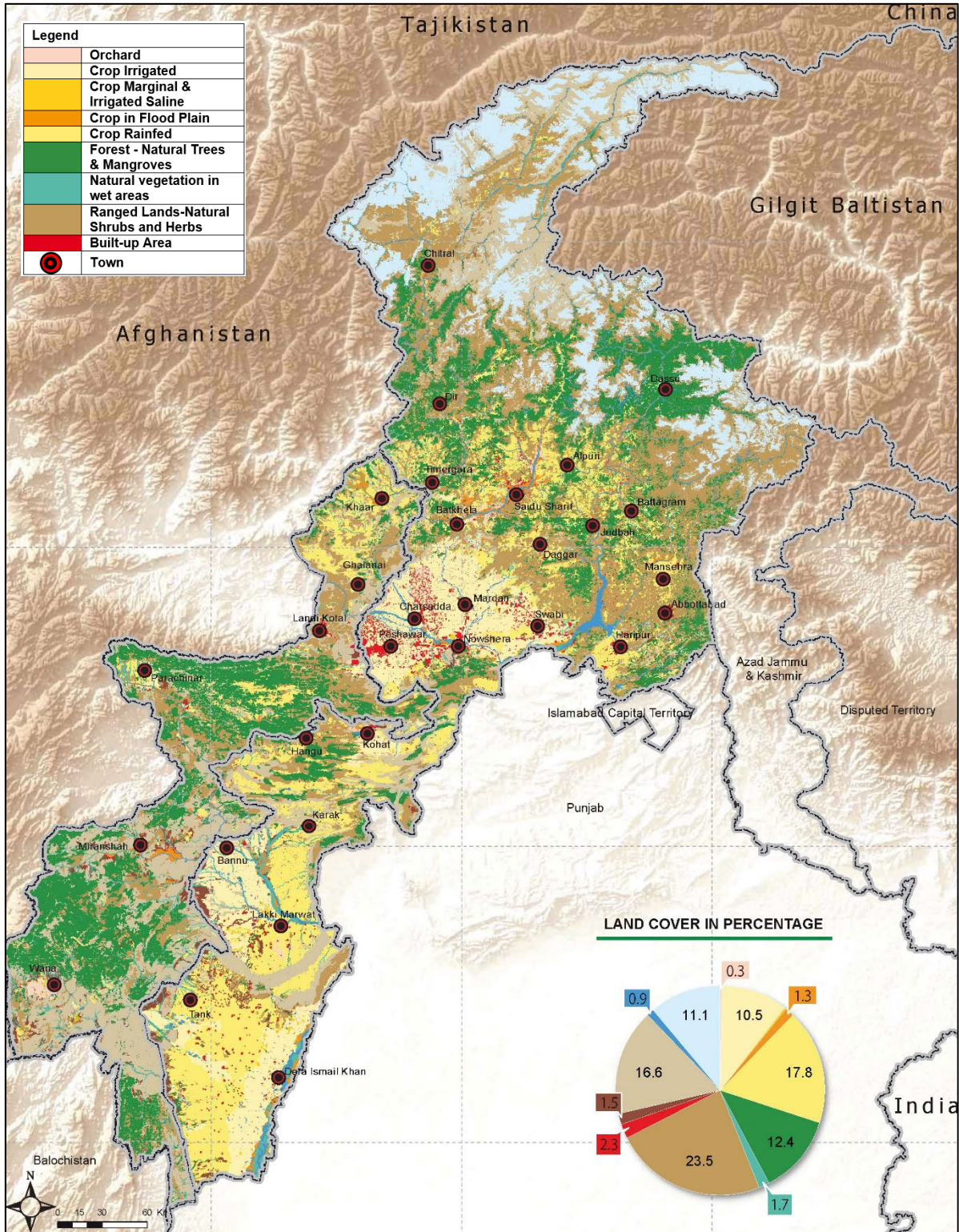
Source: FAO Land Use Atlas (2016), Open Street Map GIS, Pakistan Bureau of Statistics

Figure 3.9   Transition of Local Government System of the Government of KP

(1)   Bajaur District

There are seven tehsils in Bajaur District. There are 120,457 households and a total population

of 1,093,684. The main road connects the neighboring districts of Dir (outside the NMDs), and Mohmand passes through Khar, the main city of the district.

Khar has a population of 247,510.Natural land (forest, bare land, and natural vegetation) covers a large area in terms of the overall land use distribution. Some irrigated land extends from around the town to the north (Mahmund tehsil).

Legend	km²	%
Orchards	6.81	0.3
Crop Irrigated	55.91	2.1
Crop Marginal and Irrigated Saline	0.00	0.0
Crop in Flood Plain	2.89	0.1
Crop Rainfed	232.97	8.8
Forest - Natural Trees and Mangroves	634.00	24.1
Natural Vegetation in Wet Areas	22.95	0.9
Range Lands - Natural Shrubs and Herbs	837.75	31.8
Built-up	85.09	3.2
Bare Areas	39.30	1.5
Bare Areas with Sparse Natural Vegetation	704.27	26.7
Wet Areas	6.03	0.2
Snow and Glaciers	6.71	0.3
Grand Total	**2,634.67**	
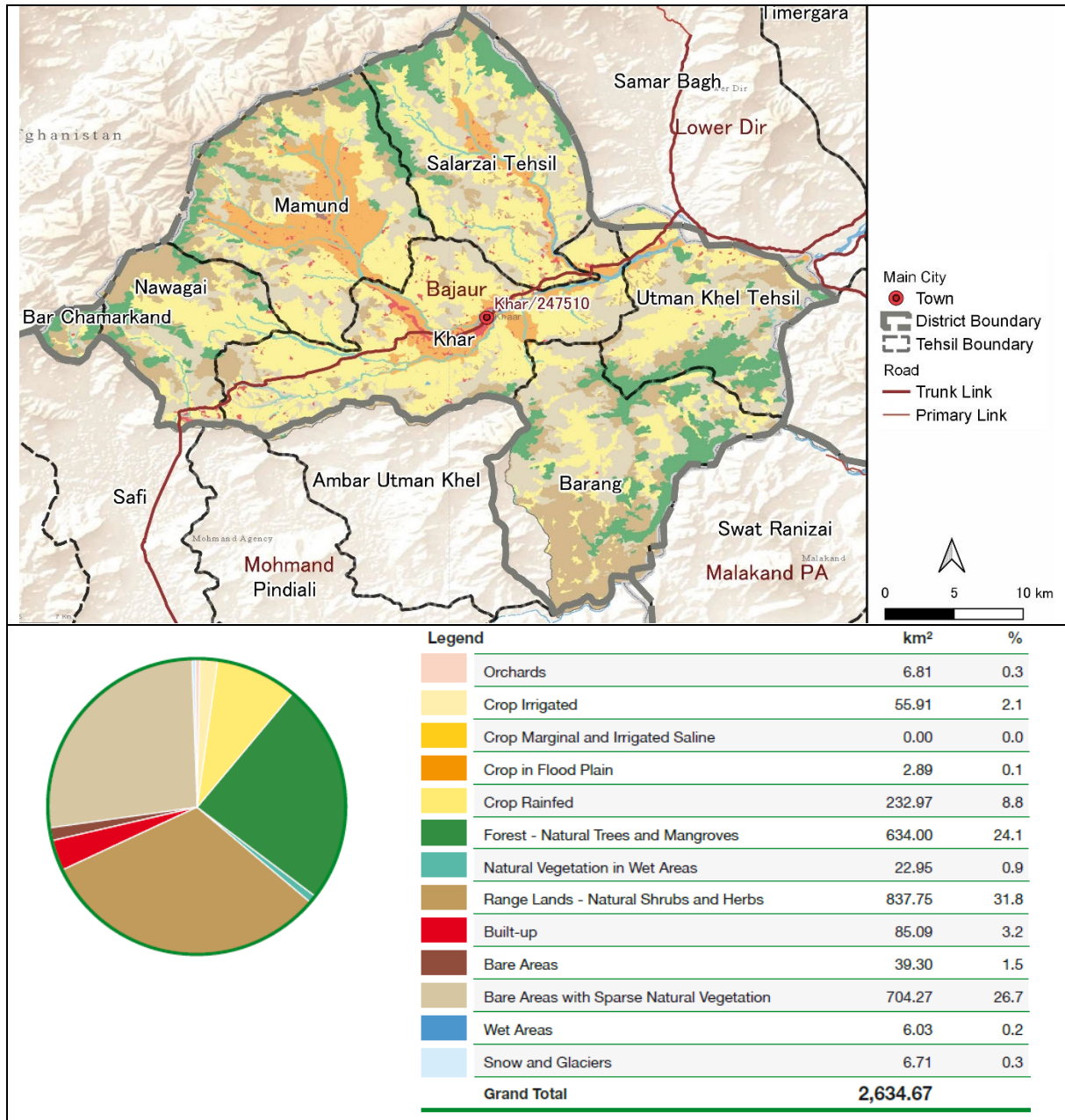
Source: FAO Land Use Atlas (2016), Open Street Map GIS, Pakistan Bureau of Statistics

Figure 3.10   Land Use (2016) and Settlement Distribution in Bajaur District

Table 3.19   Population and Number of Households in Bajaur District

Tehsil	Type of Area	Population	Number of Households
BAR CHAMER KAND	Rural	2,868	336
BARANG	Rural	76,558	10,511
KHAR BAJAUR	Rural	247,510	27,044
MAMUND	Rural	311,873	35,269
NAWAGAI	Rural	79,002	7,649
SALARZAI	Rural	268,517	28,858
UTMAN KHEL	Rural	107,356	10,790
Total		**1,093,684**	**120,457**

Source: Pakistan Bureau of Statistics

(2)   Khyber District

There are four tehsils in Khyber District. The number of households is 111,558 and the total population is 986,973. Landi Kotal has a population of 33,697.

In terms of the overall land use distribution, natural land (forest) spreads out in the west, while bare land and natural vegetation cover a large area in the east. Irrigated land is relatively scarce. The population is concentrated in Kandi Kotal, which is the center of commercial activities.

Source: FAO Land Use Atlas (2016), Open Street Map GIS, Pakistan Bureau of Statistics

Figure 3.11   Land Use (2016) and Settlement Distribution in Khyber District

Table 3.20   Population and Number of Households in Khyber District

Tehsil	Type of Area	Population	Number of Households
BARA	Rural	444,403	51,869
JAMRUD	Rural	164,158	18,655
	Urban	63,843	7,550
LANDI KOTAL	Rural	240,712	25,263
	Urban	33,697	4,209
MULLA GORI	Rural	40,160	4,012
District	**Rural**	**889,433**	**99,799**
	Urban	**97,540**	**11,759**
	Total	**986,973**	**111,558**

Source: Pakistan Bureau of Statistics

(3) Kurram District

There are three tehsils in Kurram district. There are 67,244 households and a total population of 619,553. The main road connects Kohat district in the south with the Afghan border and passes through the major towns of Para Chinar and Sada in the district. Each town has a population of approximately 5,502 and 34,495 people.

In terms of the overall land use distribution, irrigated land is spread across Para Chinar, which is the center of agricultural activities. On the other hand, Sada is regarded as the center of commercial activities. A large number of settlements are distributed in Central Kurram tehsil.

Source: FAO Land Use Atlas (2016), Open Street Map GIS, Pakistan Bureau of Statistics

Figure 3.12   Land Use (2016) and Settlement Distribution in Kurram District

Legend	km²	%
Orchards	1.52	0.0
Crop Irrigated	92.29	2.7
Crop Marginal and Irrigated Saline	0.00	0.0
Crop in Flood Plain	44.40	1.3
Crop Rainfed	277.75	8.2
Forest - Natural Trees and Mangroves	951.81	28.2
Natural Vegetation in Wet Areas	76.77	2.3
Range Lands - Natural Shrubs and Herbs	931.52	27.6
Built-up	43.60	1.3
Bare Areas	72.79	2.2
Bare Areas with Sparse Natural Vegetation	850.24	25.2
Wet Areas	5.18	0.2
Snow and Glaciers	31.50	0.9
Grand Total	**3,379.37**	

Table 3.21   Population and Number of Households in Kurram District

Tehsil	Type of Area	Population	Number of Households
CENTRAL KURRAM	Rural	229,356	27,290
LOWER KURRAM	Rural	102,224	10,752
	Urban	34,495	3,278
UPPER KURRAM	Rural	247,976	25,193
	Urban	5,502	731
District	**Rural**	**579,556**	**63,235**
	Urban	**39,997**	**4,009**
	Total	**619,553**	**67,244**

Source: Pakistan Bureau of Statistics

(4)   Mohmand District

There are seven tehsils in Mohmand District. It has 48,118 households and a total population of 466,984. The main road connects Peshawar district in the south with Bajaur district in the north and passes through Ghalanai, the main city of the district. Approximately 6,422 people live in Ghalanai.

Ghalanai has a population of 6,422. In terms of overall land use distribution, irrigated land in Mohmand district is relatively widespread, particularly in Upper Mohmand tehsil and Safi tehsil.

Source: FAO Land Use Atlas (2016), Open Street Map GIS, Pakistan Bureau of Statistics

Figure 3.13   Land Use (2016) and Settlement Distribution in Mohmand District

Table 3.22   Population and Number of Households in Mohmand District

Tehsil	Type of Area	Population	Number of Households
AMBAR UTMAN KHEL	Rural	62,109	6,799
HALIM ZAI	Rural	78,749	8,655
PINDIALI	Rural	88,363	8,734
PRANG GHAR	Rural	35,290	4,212
SAFI	Rural	99,114	8,546
UPPER MOHMAND	Rural	51,068	5,649
YAKE GHUND	Rural	52,291	5,523
Total		**466,984**	**48,118**

Source: Pakistan Bureau of Statistics

(5)   North Waziristan District

There are nine tehsils in North Waziristan district. The number of households is 59,003 and the total population is 543,254. The main road connects Bannu district in the east with South Waziristan district in the south and runs through Miran Shah, the main city in the district.

Miran Shah has a population of 4,361. In terms of the overall land use distribution, bare land is more prevalent than natural forest, while irrigated land is scarce.

Legend		km²	%
	Orchards	3.28	0.1
	Crop Irrigated	2.15	0.0
	Crop Marginal and Irrigated Saline	0.00	0.0
	Crop in Flood Plain	122.58	2.5
	Crop Rainfed	78.70	1.6
	Forest - Natural Trees and Mangroves	1,579.40	31.8
	Natural Vegetation in Wet Areas	113.41	2.3
	Range Lands - Natural Shrubs and Herbs	689.89	13.9
	Built-up	70.15	1.4
	Bare Areas	282.72	5.7
	Bare Areas with Sparse Natural Vegetation	2,010.30	40.5
	Wet Areas	8.52	0.2
	Snow and Glaciers	0.00	0.0
	Grand Total	**4,961.10**	

Source: FAO Land Use Atlas (2016), Open Street Map GIS, Pakistan Bureau of Statistics

Figure 3.14   Land Use (2016) and Settlement Distribution in North Waziristan District
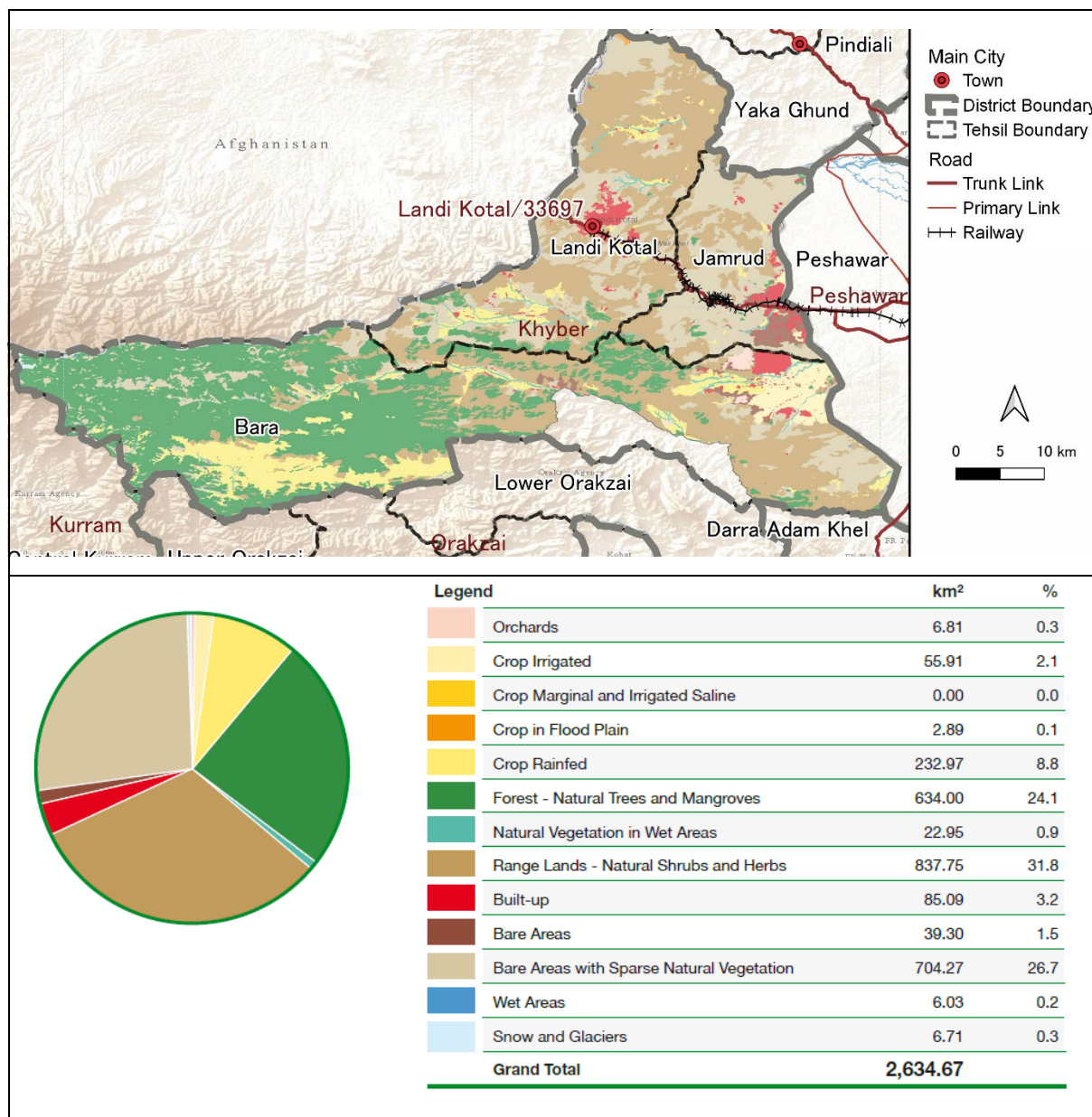
Table 3.23   Population and Number of Households in North Waziristan District

Tehsil	Type of Area	Population	Number of Households
DATTA KHEL	Rural	75,116	8,322
DOSSALI	Rural	39,821	3,847
GHARYUM	Rural	11,780	1,628
GHULAM KHAN	Rural	27,171	3,347
MIR ALI	Rural	185,525	22,611
MIRAN SHAH	Rural	100,680	10,206
	Urban	4,361	356
RAZMAK	Rural	17,629	2,203
SHEWA	Rural	39,349	3,748
SPINWAM	Rural	46,183	3,091
District	Rural	538,893	58,647
	Urban	4,361	356
	Total	543,254	59,003

Source: Pakistan Bureau of Statistics

(6)   Orakzai District

There are four tehsils in Orakzai district, with 31,253 households and a total population of 254,356. There is no main road, but a public road runs around the center and through Ghijo Baza (population is unknown), the main city in the district. Most of the villages are distributed in the Lower Orakzai tehsil, which also has a tehsil population of 107,397. Agricultural activities are carried out in natural areas.
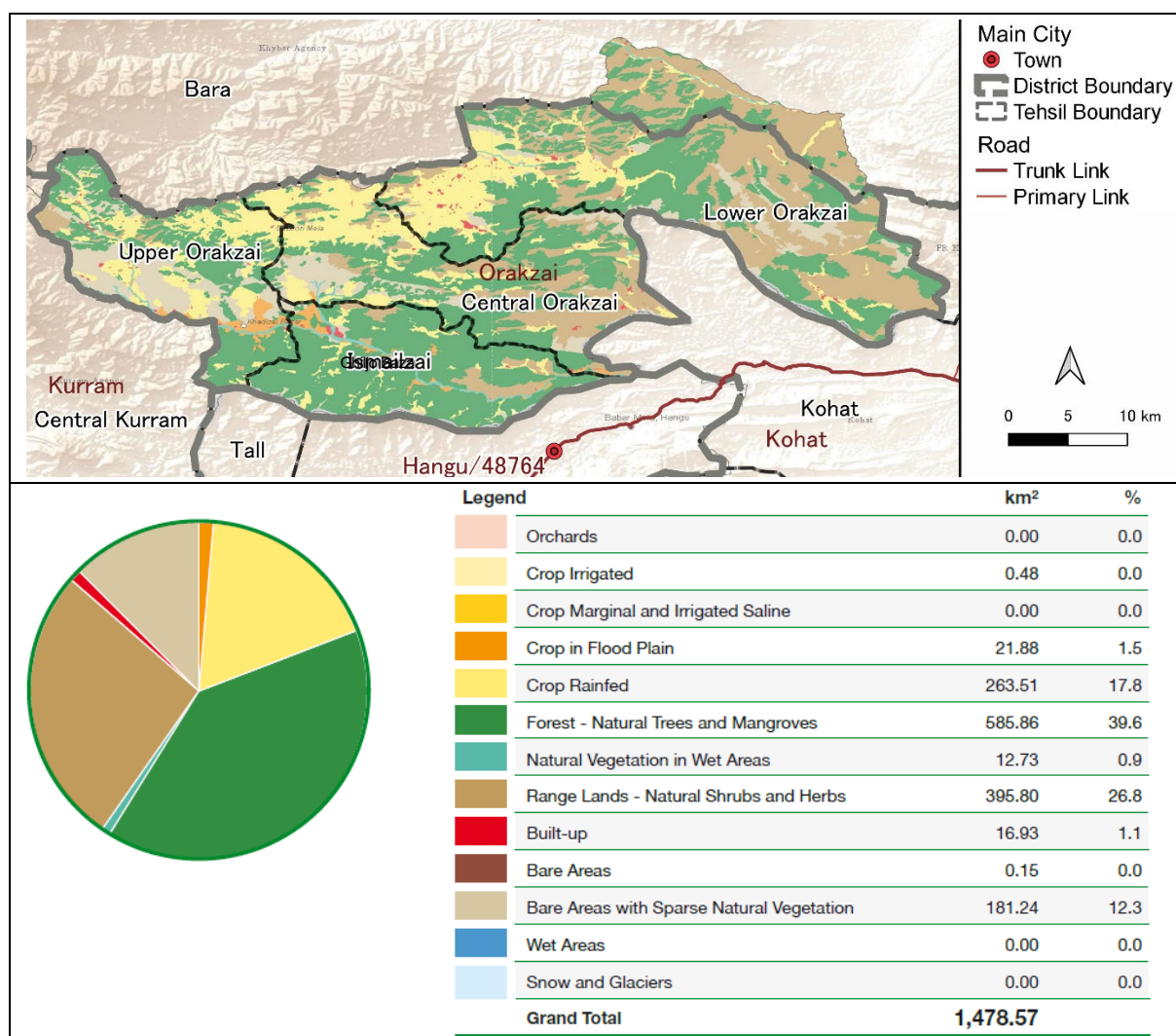
Source: FAO Land Use Atlas (2016), Open Street Map GIS, Pakistan Bureau of Statistics

Figure 3.15   Land Use (2016) and Settlement Distribution in Orakzai District

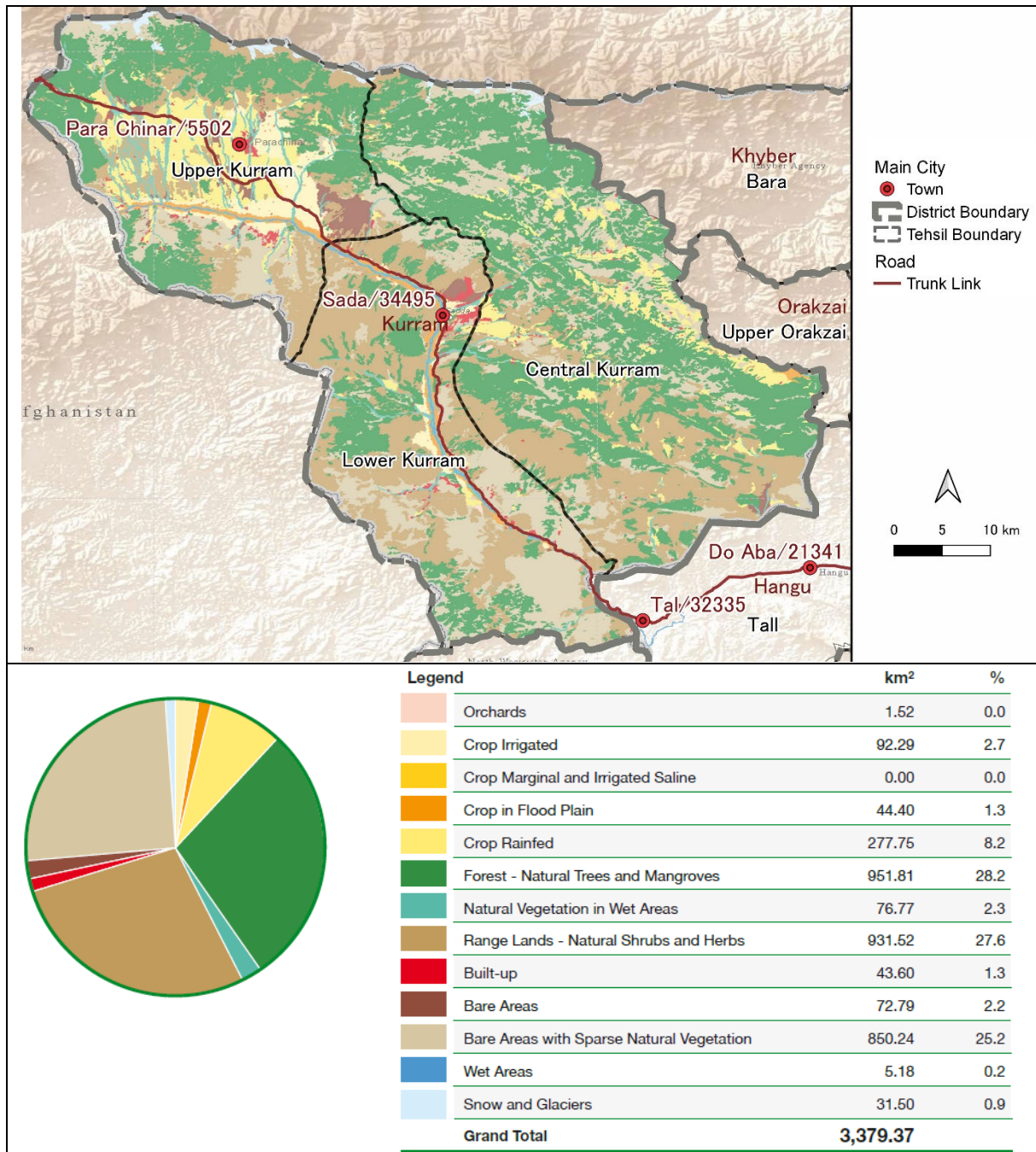**Table 3.24   Population and Number of Households in Orakzai District**

Tehsil	Type of Area	Population	Number of Households
CENTRAL	Rural	59,122	6,592
ISMAIL ZAI	Rural	23,965	2,834
LOWER	Rural	107,397	12,958
UPPER	Rural	63,872	8,869
Total		**254,356**	**31,253**

Source: Pakistan Bureau of Statistics

(7)   South Waziristan District

There are eight tehsils in South Waziristan district. The total number of households is 79,827 and the total population is 674,065. The main road connects North Waziristan and Tank district and passes through Makin (with a population of 58,700) and Wana (with a population of 2,000),

the major cities in the district. Most of the villages are clustered in Birmal tehsil. South Waziristan district is a region with few irrigated lands.

Legend		km²	%
	Orchards	50.89	0.8
	Crop Irrigated	57.44	0.9
	Crop Marginal and Irrigated Saline	17.04	0.3
	Crop in Flood Plain	13.20	0.2
	Crop Rainfed	136.01	2.1
	Forest - Natural Trees and Mangroves	1,811.67	28.1
	Natural Vegetation in Wet Areas	168.04	2.6
	Range Lands - Natural Shrubs and Herbs	550.77	8.5
	Built-up	38.64	0.6
	Bare Areas	494.04	7.7
	Bare Areas with Sparse Natural Vegetation	3,105.60	48.1
	Wet Areas	9.07	0.1
	Snow and Glaciers	0.00	0.0
Grand Total		**6,452.44**	
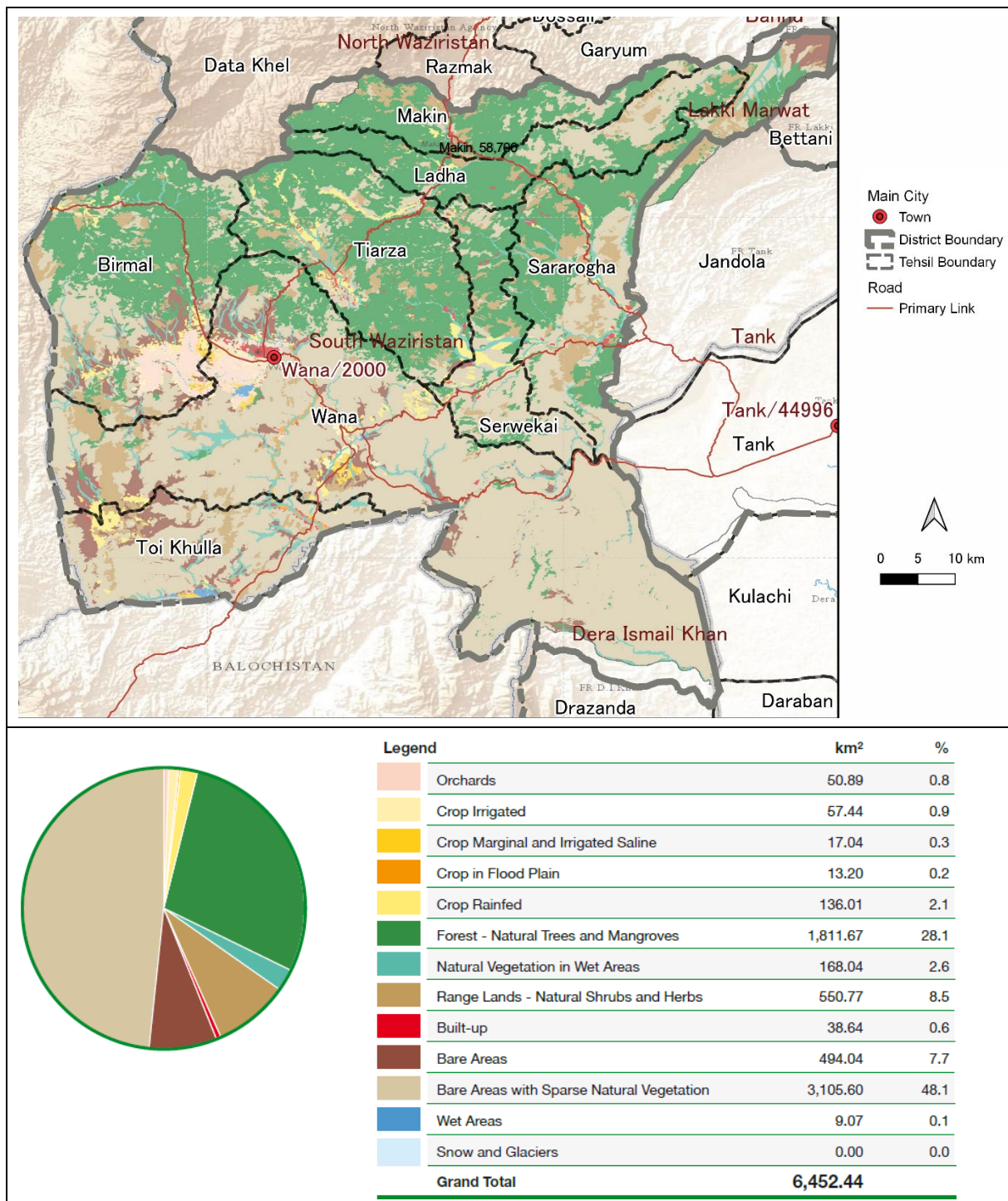
Source: FAO Land Use Atlas (2016), Open Street Map GIS, Pakistan Bureau of Statistics

Figure 3.16   Land Use (2016) and Settlement Distribution in South Waziristan District
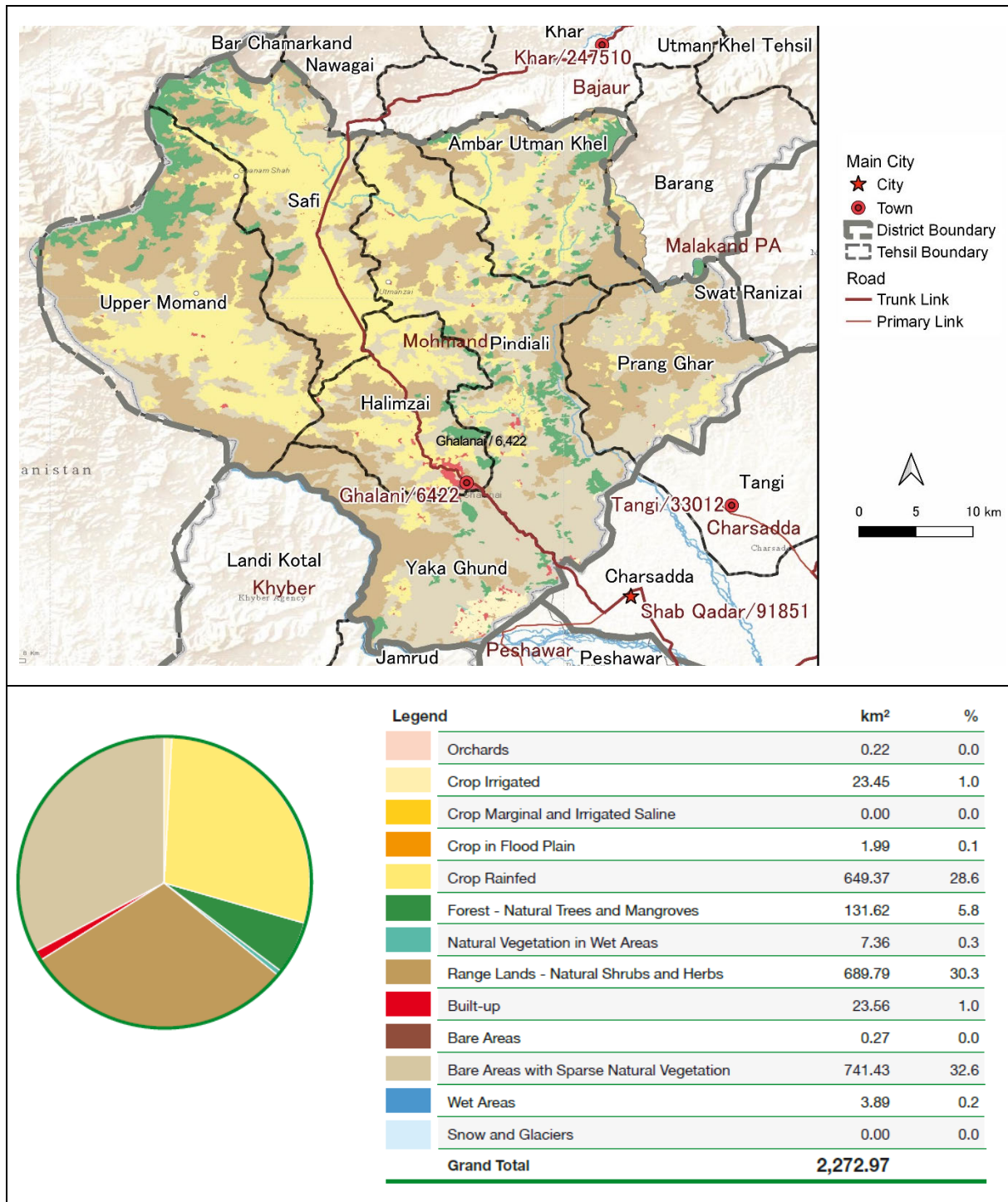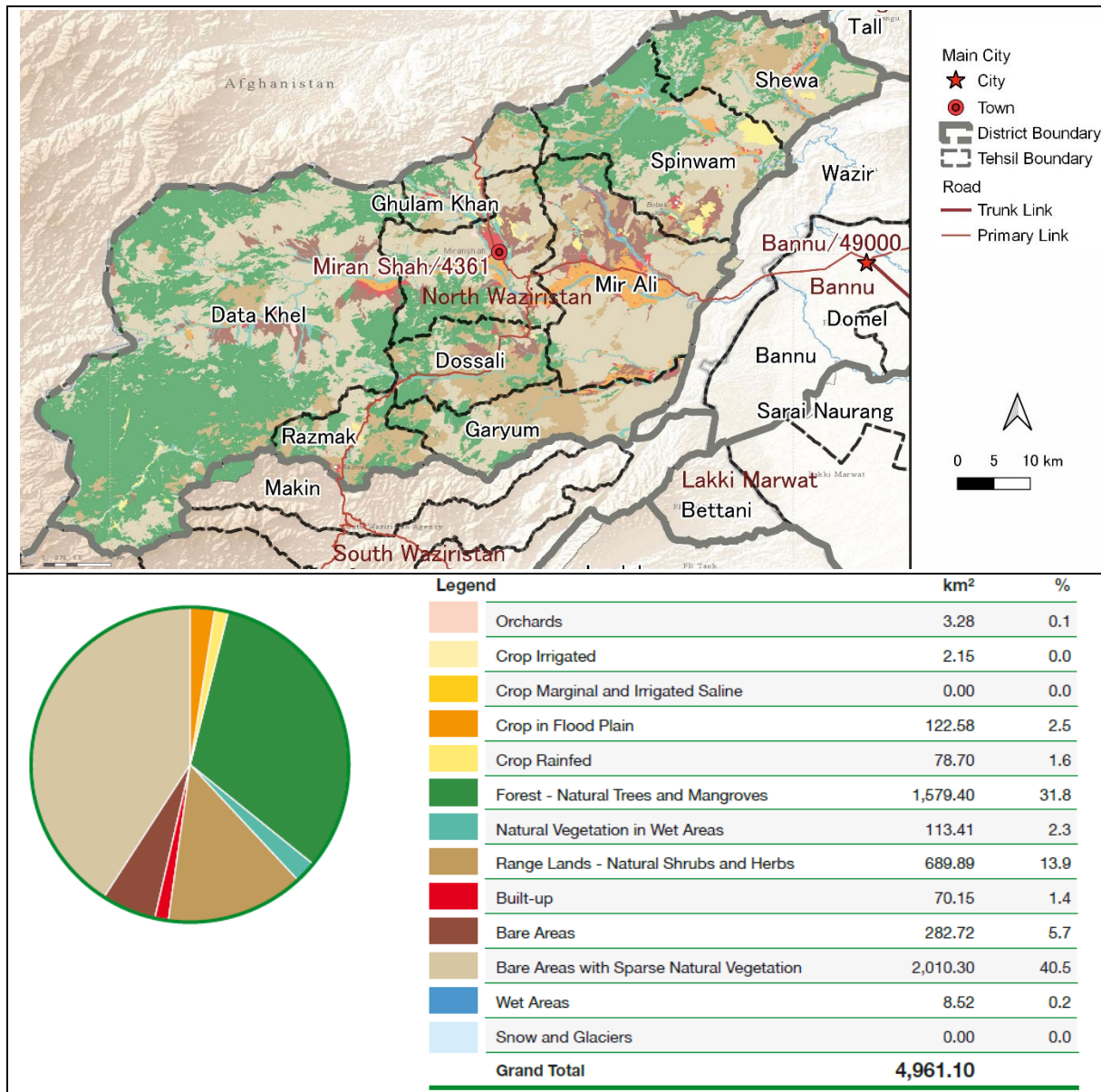
Table 3.25   Population and Number of Households in South Waziristan District

Tehsil	Type of Area	Population	Number of Households
BIRMIL	Rural	104,304	10,280
LADHA	Rural	109,710	16,476
MAKIN	Rural	58,700	8,946
SARAROGHA	Rural	98,389	12,574
SERWEKAI	Rural	54,278	7,322
TIARZA	Rural	45,210	5,535
TOI KHULLA	Rural	50,593	4,928
WANA	Rural	152,881	13,766
Total		**674,065**	**79,827**

Source: Pakistan Bureau of Statistics

3.9   Overview of Afghan Refugees and IDPs

3.9.1   Afghan Refugees

(1)   Influx of Afghan refugees into Pakistan

Afghan refugees were considered the world's largest refugee problem in the 1990s, and many of them entered Pakistan with the number exceeding six million people at its peak. After the fall of the Taliban regime in 2001, many of the refugees returned to Afghanistan. However, according to the UNHCR statistics, there were still a total of 1,435,445 people (210,465 households) in Pakistan by of the end of December 2020. As shown in the figure below, about 58% of them (834,387 people) are being accepted in Khyber Pakhtunkhwa Province.
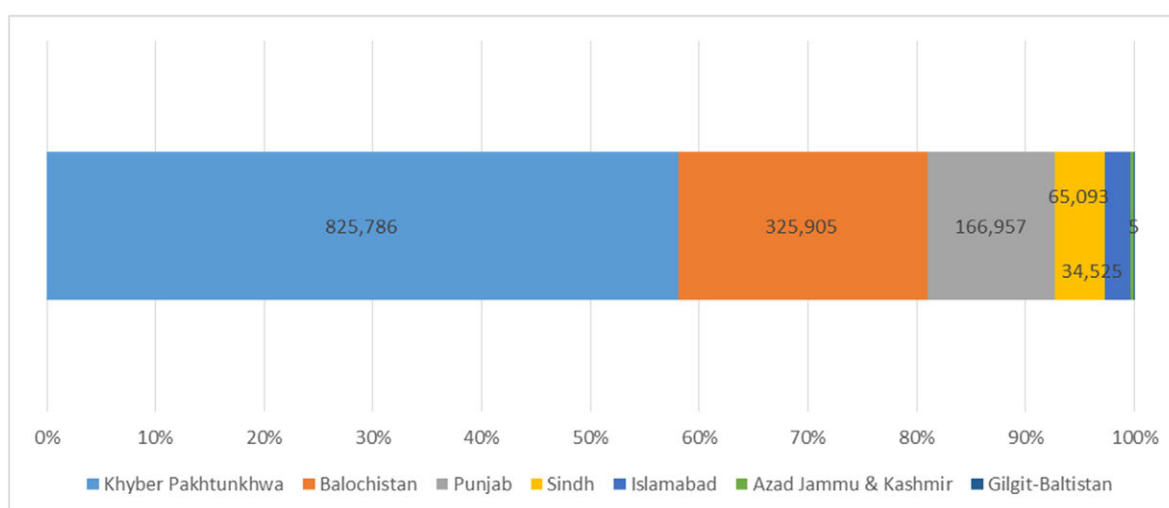
Source: UNHCR

Figure 3.17   Number of Afghan Refugees Accepted by Province (As of end-August 2020)
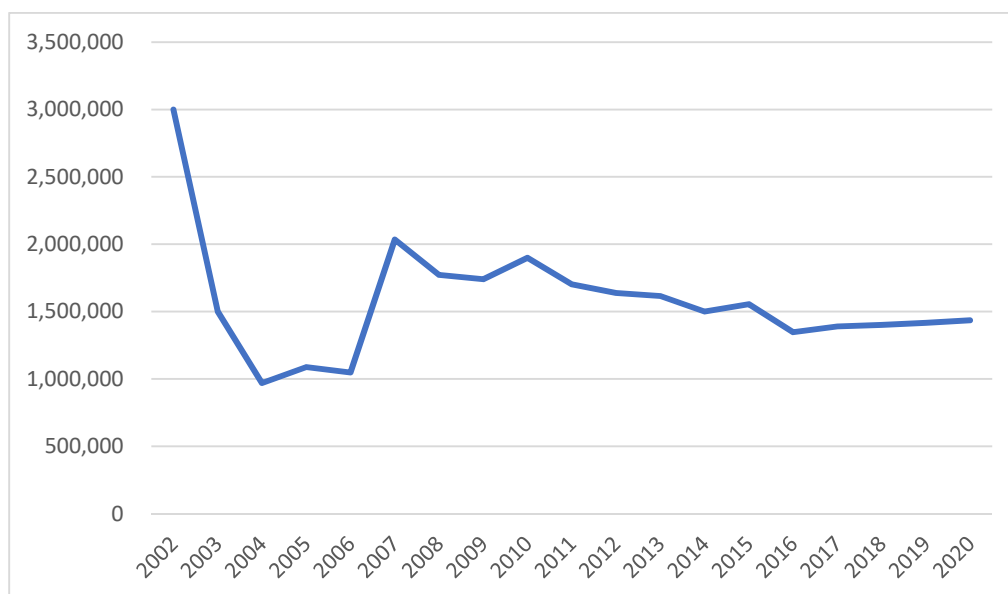
Source: UNHCR

Figure 3.18   Number of Afghan Refugees in Pakistan (in 2020)

The return of Afghan refugees has been stagnant in recent years, while the number is gradually increasing. In 2019, a total of 4,600 Afghan refugees voluntarily returned to their homes through UNHCR's return canters in Khyber Pakhtunkhwa and Balochistan provinces in UNHCR's Refugee Return Support Program. However, this number has been declining over the years, with 14,000 in 2018 and 57,000 in 2017.

Problems on the Afghan side, such as the stagnation of peace negotiations, have been pointed out as among the factors for the lack of progress in the return of refugees. Although the Afghanistan National Peace and Development Plan (Framework) II was released in November last year, socio-economic development in Afghanistan has remained stagnant. Returning to Afghanistan is difficult for refugees who have been enjoying life in Pakistan, where economic and employment conditions are relatively good. In addition to security factors, socio-economic factors are also significant[9].

In addition, there was a new influx of Afghan refugees into Pakistan before and after the Taliban seized control of the country when the coalition forces withdrew from Afghanistan in August 2021. In particular, since the spring of 2021 when the Taliban has intensified its offensive, the number of refugees has been increasing, peaking in August and then declining (May: 238, June: 938, July: 2,084, August: 15,718, September: 7,068, October: 769). The trend of the current influx is that majority of them are Shia Hazaras, and most of them cross the border from Chaman in Balochistan Province. As a result, many of them stay in Balochistan after the influx, with Khyber Pakhtunkhwa Province accounting for only 14% of the total stays[10]. However, since the

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[9]   Mr. Arefu Araki, Senior Solutions & Development Officer, UNHCR Pakistan Office (Interview date: 12 March 2021)
[10] UNHCR Pakistan: New Arrivals from Afghanistan Update (01 November 2021)

situation in Afghanistan is fluid, it is necessary to continue to carefully consider the influx of new refugees from Afghanistan and its impact in the meantime.

(2) Situation of Afghan refugees in Khyber Pakhtunkhwa Province

According to the UNHCR, as of the end of October 2020, 43 out of the 54 Afghanistan Refugee Villages (RVs) across Pakistan are located in Khyber Pakhtunkhwa Province as shown in the table below[11]. In some places, cluster camps are derived from each camp[12]. Eighty-five percent of Afghan refugees are Pashtuns, and most of them are staying in Khyber Pakhtunkhwa Province. Many of the refugees come from Nangarhar and Kunduz, which are adjacent to Khyber Pakhtunkhwa Province to the west across the Durand Line. It is characteristic that the movement is within the same Pashtun-majority area. However, this figure only refers to the number of registered refugees (PoR cardholders). The Pakistani government has also issued Afghan Citizens Cards (ACC) to around 890,000 non-registered refugees. There are approximately 500,000 refugees who do not have a PoR or ACC, and they are renting apartments in urban areas where they live[13].

Table 3.26 Refugee Villages (RVs) in Khyber Pakhtunkhwa Province and Their Population

District	RV	Population	District	RV	Population
Peshawar	Khurasan	2,996	Mardan	Jalala	9,845
	Kababian	8,407		Baghicha	1,870
	Badaber	17,600	Swabi	Barakai	21,210
	Khazana	4,908		Gandaf	11,281
	Mera Kachori	2,882	Malakand	Zangal Patai	118
	Naguman	2,482	Lower Dir	Chakdara	13,267
	Shamshatoo	36,009		Timer	10,850
Charsadda	Utmanzai	3,347		Toor	3,389
	Munda	5,248	Upper Dir	Barawal	301
	Hajizai	0	Chitral	Kalakatak	1,796
Nowshera	Akora Khattak	30,419	Mansehra	Khaki	9,448
	Khairabad	14,209		Ichirian	2,437
	Turkmen	0		Bareri	7,243
Hangu	Lakti Banda	4,158	Bannu	Bizen Khel	1,685
	Kata Kanri	6,926	Lakki Marwat	Gandhi Khan Khel	4,655
	Kahi	4,237	Haripur	Panian	44,060
	Darsamand	3,574		Basu Mera	4,561
	Thall	9,311		Padhana	7,740
Kohat	Gamkol	31,860	Tank	Dabara	778
	Oblan	9,316	D. I. Khan	Zafarabad	3,424
	Ghulam Banda	8,926	Buner	Koga	8,968
	Chichana	3,588			
Total					**379,329**

Source: UNHCR

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[11] UNHCR Pakistan - Country Fact Sheet, Monthly Update (October 2020)
[12] UNHCR SOLUTION STRATEGY UNIT COMMISSIONERATE AFGHAN REFUGEES   KHYBER PAKHTUNKHWA, PESHAWAR (March 2018)
[13] European Asylum Support Office (2020) Country of Origin Information Report: Pakistan Situation of Afghan refugees

However, the majority of Afghan refugees (about 70% on national average, but slightly less in Khyber Pakhtunkhwa Province at around 55%) live outside the refugee villages (RVs). In recent years, UNHCR has applied the Non-Camp Policy, which is a policy of absorbing refugees into the host community[14] (this was also a historic shift since the Global Compact).

(3) Relationship between Afghan refugees and host communities in Khyber Pakhtunkhwa Province

As mentioned above, UNHCR has been applying the Non-Camp Policy in recent years and has adopted a policy of absorbing refugees into host communities. UNHCR provides development assistance to host communities to increase their capacity to absorb refugees. Measures are being undertaken to promote coexistence between the refugees and host communities.

The refugee-affected and hosting areas (RAHA) program has been planned and implemented as one of the means to achieve the Support Platform for the Solution Strategy for Afghan Refugees (SSAR) developed in 2011. This program supports not only the refugees, but also the host communities. In Khyber Pakhtunkhwa including NMDs and Balochistan Provinces, a wide range of assistance has been provided, including sustainable and sanitary water provision and management capacity building; promotion of agriculture; and construction of facilities for medical and health promotion[15]. However, it has been pointed out that there is a lack of awareness and participation of host communities in the RAHA program, and it has been reported that the program is not responsive to the needs of the host communities[16]. For this reason, UNHCR has been providing on-budget support to the provincial government in recent years in order to build the capacity of the provincial government to promote integration between the host communities and refugees.

3.9.2 IDPs

(1) Generation of IDPs and trends in the number of IDPs

The recent generations of IDPs in Pakistan have been attributed to the occurrence of IDPs during the 2005 Kashmir earthquake, as well as the government's security actions in Khyber Pakhtunkhwa Province and the FATA since 2009 due to the deteriorating security situation (conflict). Due to the loss of livelihoods and severe damage to infrastructure and services, three million people were already identified as displaced persons as of 2009, and an additional 907,000 people were newly identified as displaced persons in 2014. From the beginning of the crisis until June 2016, the National Database and Registration Authority (NADRA) registered and identified 210,714 displaced households who returned to North Waziristan, South

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[14] Mr. Arefu Araki, Senior Solutions & Development Officer, UNHCR Pakistan Office (Interview date: 12 March 2021)
[15] GIZ: https://www.giz.de/en/worldwide/31578.html
[16] UNHCR Impact Assessment Report RAHA Initiative 2009-2016 p.9

Waziristan, Khyber, Kurram and Orakzai. After being taken from UNHCR's mandate and transferred to the provincial government's PDMA at the end of 2017, monitoring support to IDPs is now the responsibility of the Government of Pakistan . Natural disasters such as floods and earthquakes, as well as military conflicts, have resulted in a large number of IDPs in the northern part of Khyber Pakhtunkhwa Province and the FATA, particularly in Pakistan. However, most of the IDPs who were generated by conflict in the FATA have now returned. As of the end of 2020, there are 910,000 IDPs in Pakistan, the majority of whom were displaced due to natural disasters (particularly floods and earthquakes), and 104,000 due to conflicts. With regard to new IDPs in 2020, 829,000 IDPs were attributed to natural disasters, while 390 were attributed to conflicts[17].
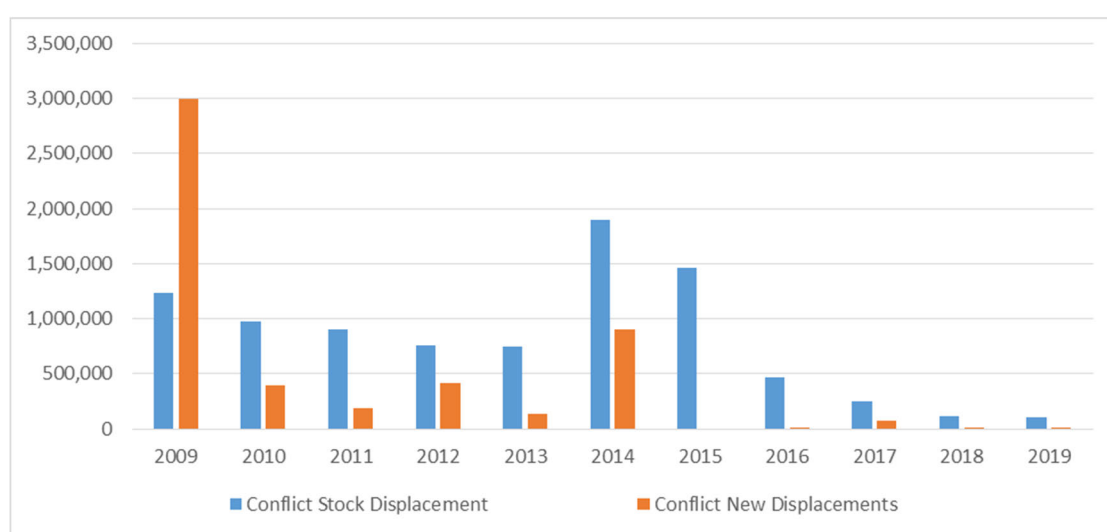
Source: IDMC

Figure 3.19   Changes in the Number of IDPs in Pakistan (Conflict-Related IDPs Only)

(2)   Distribution of IDPs in Khyber Pakhtunkhwa Province

As a result of conflicts and natural disasters, about 17,000 households were relocated as IDPs in Khyber Pakhtunkhwa Province as of September 2019[18]. The number of households and areas of settlement as of 2016 are shown in the table below, but the return has progressed considerably since that time.

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[17] IDMC (2021) Country profile: Pakistan, 2021: https://www.internal-displacement.org/countries/pakistan
[18] USAID PAKISTAN - COMPLEX EMERGENCY AND DROUGHT FACT SHEET #2, FISCAL YEAR (FY) 2019
    (September 30)

Table 3.27   Settlement Areas of IDPs and their Households in Khyber Pakhtunkhwa Province (2016)

Name of Area	Number of Households	Name of Area	Number of Households
Jalozai camp	227	Kohat	17,902
Peshawar	16,401	Hangu	4,906
Khyber Agency	1,185	Bannu	51,763
Kurram Agency	1,633	Tank	17,693
Nowshera	1,920	Dera Ismail Khan	32,855

Source: OCHA

3.10   Existing Development Plans for NMDs

3.10.1   Sustainable Development Strategy (SDS)

The Sustainable Development Strategy has been formulated as the medium-term development framework for the KP Province, covering the period 2019-2023. The SDS sets a framework of key socio-economic indicators to guide reform initiatives and development investments.

The strategy includes sector-wide strategies and sectoral (by provincial government department) plans under each of the following nine areas:

- Thematic Area 1: Quality Education and Lifelong Learning
- Thematic Area 2: Health and Well-being
- Thematic Area 3: Economic Growth and Employment Opportunities
- Thematic Area 4: Energy Security
- Thematic Area 5: Local Governance, Urban and Rural Development, Housing and Transport
- Thematic Area 6: Agriculture, Food Security and Safe Environment
- Thematic Area 7: Narrow the Trust Gap between Citizens and State through Peace Building, Rule of Law, Transparency and Accountability
- Thematic Area 8: Adequate Water for Agricultural and Domestic Uses
- Thematic Area 9: Cross Cutting

The SDS also includes a chapter on the NMDs – which were incorporated into KP province in 2018 – which states that since the NMDs are less developed than other districts in KP province, a special focus on this area is needed and a Tribal Decade Strategy (TDS) will be developed and implemented separately from the SDS. The SDS and the TDS are complementary to each other, with the TDS being an annex to the SDS.

3.10.2 Tribal Decade Strategy (TDS) and Accelerated Implementation Programme (AIP)

Recognizing the need for an accelerated development program to enable sustainable development and prosperity of NMDs, the KP provincial government has formulated and implemented the Tribal Decade Strategy (2020-2030), which focuses on the development of NMDs, in addition to the KP province-wide Sustainable Development Strategy. The TDS will be implemented in three phases: Phase 1 is from 2020-2022 (3 years); Phase 2 is from 2023-2025 (3 years); and Phase 3 is from 2026-2030 (4 years). An Accelerated Implementation Programme (AIP) has been formulated as the implementation plan for Phase 1, and the budget is allocated according to the AIP.

The TDS consists of the following five sections:

- Building Responsive and Accountable Institutions
- Enhancing Human Potential
- Expanding Economic Infrastructure
- Creating Sustainable Economic Opportunities
- Instituting Sustainable Resource Management

Each section is composed of a number of additional sectors. The sectors and responsible departments are listed below.

Table 3.28   Sectors and Responsible Departments to Hand TDS

Sections	Sectors	Responsible Departments
Building responsive and accountable institutions	Governance and Protection of Rights	Home, Administration, Police, District Judiciary, Local Government
	Municipal Development and Local Government	Local Government
	State Offices for Services	Establishment, Excise and Taxation, Finance, Food, Home and Tribal Affairs, Inter-Provincial Coordination, Information and Public Affairs, Law, Parliamentary Affairs and Human Rights, Local Government, Revenue, Relief, Rehabilitation and Settlement, Planning and Development, Population Welfare, Science and Technology, and Information Technology, Transport, Tourism, Zakat and Ushr
Enhancing human potential	Education	Elementary and Secondary Education, Higher Education
	Health	Health
	Drinking Water and Sanitation	Public Health Engineering, Local Government
	Social Welfare and Social Protection	Social Welfare
	Gender	Social Welfare, All Departments
	Sports, Youth and Culture	Culture, Sports, Tourism, Archaeology and Youth Affairs
Expanding economic infrastructure	Connectivity and Roads	Communication and Works
	Rural Electrification, Transmission, Distribution and Generation	Energy and Power, TESCO[19], PEDO[20]
	Water Management and Irrigation	Irrigation
Creating sustainable economic opportunities	Agriculture	Agriculture, Agri Certification
	Livestock, Poultry and Dairy Development	Agriculture
	Fisheries	Agriculture
	Industries and Enterprise Development	Industries and Commerce
	Accelerated Skills Development for Employment	Industries and Commerce
	Qabail-led Development	Planning and Development (ADU[21])
Instituting Sustainable Natural Resource Management	Forestry, Environment and Wild Life	Forestry, Environment and Wildlife
	Mines and Minerals	Mines and Minerals
	Oil and Gas	KPOGCL[22]

Source: Tribal Decade Strategy

According to the TDS calculation, the cost of implementing this strategy is estimated to be Rs. 1,325 billion over a 10-year period. Of this amount, Rs. 1 trillion is expected to come from the additional budgetary provision (at least Rs. 1 trillion) that the federal government has committed to allocate to the NMDs that have been incorporated into the KP province. The budget allocation from the federal government alone is insufficient by Rs. 325 billion, so efforts will be made to generate funds from the provincial budget, other sources will be secured, and federal projects will be brought to the region on a priority basis. However, no specific actions have been taken.

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[19] Tribal Electric Supply Company
[20] Pakhtunkhwa Energy Development Organization
[21] Accelerated Development Unit
[22] Khyber Pakhtunkhwa Oil and Gas Company Limited

The table below shows the breakdown of TDS investment plan by sector. As shown in the table, the largest allocation is for "Enhancing Human Potential" at 39% of the total, with "Education" accounting for 18% of the total, followed by "Health."

Table 3.29   TDS Investment Plan (Total of 10 Years)

Sections	Sectors	Total Amount (Million Rupees)	Share	
Building responsive and accountable institutions	Governance	131,499	10%	20%
	Municipal and Urban Development	93,775	7%	
	State Offices for Services	41,015	3%	
Enhancing human potential	Education	244,562	18%	39%
	Health	139,382	11%	
	Water, Sanitation and Local Government	17,798	1%	
	Social Welfare and Social Protection	41,378	3%	
	Gender and Women Development	38,974	3%	
	Sports, Youth and Culture	32,800	2%	
Expanding economic infrastructure	Roads and Connectivity	74,690	6%	17%
	Rural Electrification and Energy	50,994	4%	
	Irrigation	98,300	7%	
Creating sustainable economic opportunities	Agriculture	73,710	6%	16%
	Livestock, Poultry and Dairy Development	11,422	1%	
	Fisheries	4,600	0%	
	Industry	84,149	6%	
	Economic Growth and Employment	22,100	2%	
	Jirga Based Development	21,700	2%	
Instituting Sustainable Natural Resource Management	Forestry	29,545	2%	8%
	Mines and Minerals	31,400	2%	
	Oil and Gas	41,311	3%	
	Total	1,325,103		100%

Source: Tribal Decade Strategy

The following list of infrastructure projects planned for the TDS is included in the report.

Table 3.30   List of TDS Infrastructure Projects

Unit: Billion Rupees

Large complex infrastructure projects		
Judicial complexes in seven tribal districts		5
Integrated municipal complexes in 25 sub-divisions		9.9
Development of commercial and service areas in each of the 25 TMAs		5
Land acquisition for urban centers in seven tribal districts		6
Housing schemes and townships in 7 district headquarters		14
Sports indoor gymnasiums in 25 TMAs		1.3
Large infrastructure projects		
Bajaur to South Expressway through Tirah Maida (748 km)	Two lanes highway with treated shoulders	27
	Four lane highway	44
Expressways and dualized 4 lane highways in merged districts	Dualization of road including a portion in KP 557 km (Option 1)	75
	Dualization of roads in MA/FATA only; 321 km (Option 2)	44

Specialized projects	
Bara dam, Khyber	26
Chapri Charkhel hydro power station, Kurram	4.4
Jabba dam, Khyber	8.8
Upgradation of transmission system and grid stations	5
Construction of grid station in Northern Mohmand	0.8
Construction of grid station in Dara Adam Khel Kohat	0.9
Construction of grid station in Azam Warsak, South Waziristan district	0.7
PC II Tank Zam dam project	0.2
Simpler projects	
Village and neighborhood council offices	7.5
Solar power micro grid stations	1.8
Upgrading of 103 higher secondary schools	6
Degree college upgradation and improvement	7

Source: Tribal Decade Strategy

Implementation of the TDS is based on the AIP. The budget at the AIP is allocated to sectors mentioned in the table below, which is not necessarily corresponding to the sectors of the TDS, and the activities are actually implemented by the sectors of the AIP. The issues and challenges and examples of planned projects of each sector of the AIP are summarized in the table below.

Table 3.31   Issues and Challenges and Examples of Planned Projects of Each Sector

Sectors	Issues and Challenges	Examples of Approved Projects for the First Year (2019-20)
Roads	• Low density of 0.26 Km per Square Kilometer as compared to the national average of 0.33. • Due to prolonged unrest in the area, the majority of blacktopped roads are in dilapidated conditions.	• Construction of trade routes • Construction of approach road • Rehabilitation of existing roads
Health	• Limited access to primary health-care and low per capita expenditure. • Most of the health facilities are meant for first aid with a large number of community dispensaries, out of which majority are non-functional. • The DHQ hospitals lack basic human and technical resources and there is one doctor for 6,000 population.	• Procurement of Medicines, Vaccines, etc. • Provision of standard medical equipment • Provision of nurses, paramedics, etc. • Repair of ambulances
Irrigation	• Only 43.6% of cultivated land is irrigated, while the remaining farmland relies exclusively on rainwater • Participation of farming communities in the planning and execution of irrigation schemes is also very low.	• Construction and improvement of irrigation channels • Construction of check dams • Construction of dams
Relief, Rehabilitation and Settlement	• During the decade long militancy, the historical markets at Miranshah were destroyed and a large number of people lost their businesses. Additionally, majority of the petrol pumps were damaged and were rendered nonfunctional. • Inadequacy of compensation offered for their resettlement and rehabilitation. • No emergency services	• Economic revitalization, compensation for business lost • Establishment of emergency rescue services (Rescue 1122)

Sectors	Issues and Challenges	Examples of Approved Projects for the First Year (2019-20)
Culture, Sports, Tourism	• Due to long-standing turmoil, the youth suffered a lot and had no opportunity to utilize their talents • Lack of financial resources also did not allow the youngsters to build and enhance their entrepreneurial activities and initiatives.	• Establishment of youth facilities • Holding of sports activities
Elementary and Secondary Education	• Education services have been very limited due to lack of access, missing of basic facilities, and overcrowded classrooms, coupled with other social, cultural and economic factors causing a rise in rate of dropouts and out of school children.	• Provision of Basic Infrastructure • Provision of Free Stationery and School Bags • Provision of Free Textbooks
Energy and Power	• The existing grid systems are obsolete and not capable to transmit the allocated power. • Majority of 66-KV Grids are outdated and cannot support the load demand • Daily load shedding in Merged Areas has been calculated from 16-18 hours	• Upgrade of 66KV grid stations to 132KV
Home and Tribal Affairs	• The fragile law & order system, with weak development indicators, provided an opportunity for the mushroom growth of anti-state elements which ultimately challenged the writ of the Government.	• Improvement of existing political lockups • Extension of prosecution services • Feasibility study of police stations, etc.
Agriculture & Livestock	• Series of challenges including rapid population growth, large scale consumption of the available food stock, environmental changes, frequent depletion in water sources and lack of mechanization • Other limitations include livestock as a non-commercial enterprise, high cost of treatment, improper hay storage, lack of awareness, and non-availability and low capacity of advisory staff and farmers.	• Livestock productivity enhancement • Integrated agriculture development • Construction of check dam • Culturable waste land development
Drinking Water Supply	• About 31.7 % of the population does not have access to clean drinking water that includes 16.2% of those who uses surface water. Women are the main carriers of water from the source to dwellings. • The unhygienic conditions around sources and poor quality of construction • Most households collect drinking water from sources outside their dwellings which consume their time.	• Rehabilitation and solorization of existing drinking water supply facilities • Construction of new drinking water supply facilities
Higher Education	• Only 3% of students completed higher education. Due to the high dropout rates from schools, the number of students who joined colleges is not encouraging. • Lack of basic facilities, infrastructure, science laboratories, libraries and increasing gender gap contribute to the dismal picture of college education.	• Provision of Transport to Higher Education • Strengthening and Rehabilitation of Existing Colleges
Industries	• Industries in Merged Areas are negligible • Industries are constrained by a number of factors that range from the absence of regulatory framework, inadequate infrastructure in the shape of low power and gas supply, water availability, internet and mobile connectivity, weak road network, low skill resource base, weak institutional capacity and limited access to finances.	• Insaf Rozgar Scheme • Interest-free microfinance
Municipal & Urban Development	• The Local Government system, which is the basic unit for provision of municipal services, never existed. Resultantly, people had no representation at the grass-root level and have been deprived of their basic rights to decide their development priorities and needs. • The people, particularly in the urban and sub-urban areas had no access to clean drinking water and sanitation services	• Construction of bus terminal • Construction of taxi stand

Sectors	Issues and Challenges	Examples of Approved Projects for the First Year (2019-20)
Social Welfare	• Approximately 52 % of the population is estimated to be below the poverty line and nearly 73% is at a disadvantage in terms of education, health and living standards. • With an unemployment rate of 60–80%, NMDs are ranked amongst the most underserved areas of Pakistan. • The conservative tribal culture further put many restrictions on women to seek jobs or other means of livelihood. Low level of skills and education further put bars on women's working and earning capacities, thus making them more vulnerable to poverty.	• Gender mainstreaming and empowerment programme
Auqaf, Hajj, Religious and Minority Affairs	• Minorities have been equally suffered and hence, migrated to settled districts for security and jobs search. According to an estimate, around 30,000 minorities resides in Bajaur, Mohmand, Khyber & Kurram. • Due to the worsening economic condition of the people, they are unable to manage these mosques. Due to prolonged load-shedding and non-availability of alternate energy source the worshipers face difficulties in prayers.	• Special package for mainstreaming minorities

Source: The Beginning of Tribal Development Decade (2020-2030), Year-1 of the Accelerated Implementation Programme (Progress of AIP 2019-20)

A total of 206 projects were planned for FY 2019-20, the first year of the AIP. However, due to lack of baseline data and needs assessment, cost estimates were delayed and approvals were also consequently delayed, resulting in the approval of 127 projects worth Rs. 142.1 billion.

Table 3.32　Number and Cost of Projects Approved in FY 2019-2020 by Sector

	Sector	Number of Projects	Cost (Million Rupees)
1	Roads	49	28,940
2	Health	19	21,200
3	Irrigation	8	17,540
4	Relief, Rehabilitation and Settlement	4	16,440
5	Culture, Sports, Tourism	4	12,190
6	Elementary and Secondary Education	9	10,300
7	Energy and Power	8	9,510
8	Home and Tribal Affairs	5	9,450
9	Agriculture and Livestock	5	5,450
10	Drinking Water Supply	3	4,770
11	Higher Education	4	2,110
12	Board of Revenue	1	1,190
13	Industries	2	1,110
14	Municipal & Urban Development	3	570
15	Social Welfare	1	560
16	Auqaf, Hajj, Religious and Minority Affairs	1	450
17	Accelerated Development Unit	1	420
	Total	**127**	**142,171**

Source: The Beginning of Tribal Development Decade (2020-2030), Year-1 of the Accelerated Implementation Programme (Progress of AIP 2019-20)

To implement these approved projects, the federal government was originally supposed to allocate 48 billion rupees and the provincial government was supposed to allocate 11 billion

rupees. However, due to the budget allocation for the novel coronavirus disease, the federal government ended up allocating 23 billion rupees, while the provincial government allocated 1 billion rupees. The budget was given to the responsible department. The table below shows the breakdown of budget allocation to the responsible departments. 78 projects out of 127 approved projects were implemented with the allocated budgets.

Table 3.33   Costs Allocated and Actual Costs Spent in 2019-20 by Sector

	Sector	Cost Allocated (Millions of Rupees)	Number of Implemented Projects	Cost Used (Millions of Rupees)	Share (%)
1	Relief, Rehabilitation and Settlement	12,265	3	12,265	100
2	Elementary and Secondary Education	2,900	4	2,892	99.7
3	Health	2,603	8	2,603	100
4	Roads	1,870	38	1,870	100
5	Irrigation	1,564	6	1,564	100
6	Agriculture	1,347	5	1,337	98.3
7	Drinking Water Supply	659	3	659	100
8	Culture, Sports, Tourism and Youth	282	2	282	100
9	Higher Education	225	1	225	100
10	Industries and Enterprises Development	150	2	150	100
11	Home and Tribal Affairs	72	3	72	99
12	Auqaf, Hajj, Religious and Minority Affairs	32	1	20	63.3
13	Social Welfare	26	1	26	100
14	Board of Revenue	0.3	1	0.3	100
	Total	**24,000**	**78**	**23,965**	**100**

Source: The Beginning of Tribal Development Decade (2020-2030), Year-1 of the Accelerated Implementation Programme (Progress of AIP 2019-20)

In FY 2020-21, 261 projects are expected to be implemented, most of which were approved in FY 2019-20. Others include new projects as well as projects that were not approved in FY 2019-20.

Table 3.34   Number and Cost of Projects Approved in 2020-21 by Sector

	Sector	Number of Projects	Cost (Million Rupees)	Share (%)
1	Roads	65	9,197	19%
2	Health	30	8,251	17%
3	Elementary and Secondary Education	33	7,759	16%
4	Water Management	16	4720	10%
5	Sports	10	3200	7%
6	Agriculture	7	2,676	5%
7	Relief and Rehabilitation	4	1,960	4%
8	Energy and Power	10	1,698	3%
9	Home and Tribal Affairs	7	1660	3%
10	Higher Education	13	1,602	3%
11	Drinking Water and Sanitation	6	1,407	3%
12	Multisectoral	7	1,145	2%
13	Industries	9	1,030	2%
14	Municipal & Urban Development	20	840	2%

	Sector	Number of Projects	Cost (Million Rupees)	Share (%)
15	Board of Revenue	3	600	1%
16	Social Welfare	5	400	0.8%
17	Auqaf, Hajj, Religious and Minority Affairs	4	185	0.3%
18	Food	2	150	0.3%
19	Forestry	1	100	0.2%
20	Information	2	100	0.2%
21	Law and Justice	2	100	0.2%
22	Transport	2	100	0.2%
23	Mines and Minerals	2	70	0.1%
24	Science and Technology and Information Technology	1	50	0.1%
	Total	**261**	**49,000**	**100**

Source: The Beginning of Tribal Development Decade (2020-2030), Year-1 of the Accelerated Implementation Programme (Progress of AIP 2019-20)

The federal government had agreed to contribute Rs. 100 billion annually for the implementation of the TDS. But in FY 2019-20, while Rs. 72 billion was allocated by the federal government, the actual allocation was only Rs. 23 billion. In 2020-21, while Rs. 73 billion has been earmarked for federal funding, the overall value of the project is Rs. 49 billion, which suggests that the federal funding will remain at the same level as in 2019-20. On the other hand, some view that, despite the availability of funds, the planned budgeted projects cannot be implemented due to the limited capacity of the provincial government to plan and implement the projects. It should be noted that Rs. 36 billion has been allocated for the AIP for fiscal year 2021-22, and funding for the NMDs is expected to be low compared to the planned amount.

3.10.3 Economic Recovery Plan 2020-23 (Azm-e-Nau)

The economic impact of COVID-19 on Pakistan's economy has been significant, with a provisional real GDP growth rate of minus 0.4 percent in the Economic White Paper for FY 2019-2020. This is the first time in 68 years that the country has experienced negative growth.

The spread of COVID-19 in KP province has had a significant impact on employment in the informal sector, particularly in the manufacturing, construction, and wholesale sectors. It is estimated that about 2.3 to 2.8 million people could lose their jobs depending on the degree of regulation. The provincial government has developed an economic recovery plan 2020-23 (Azm-e-Nau[23]) for short-term response to the spread of COVID-19 and for long-term economic recovery. The plan consists of nine pillars, as shown in the table below, and outlines the measures to be taken for each pillar.According to this plan the allocation of provincial government budget and donor agency support is expected to be prioritized in the fight against the spread of COVID-19 and to promote economic recoveryuntil 2023.

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[23] Meaning of New Age, the title of the Economic Recovery Plan

Table 3.35   Contents of the Economic Recovery Plan for 2020-23

Nine Pillars	Expenses (Millions of Rupees)
1) Promote economic growth to restore development opportunities	2,600
2) Strengthen resilience of SMEs to sustain their production activities	2,456
3) Create geographically dispersed, reachable jobs for people.	18,889
4) Strengthen emergency response measures to enhance prevention and preparedness	866
5) Improve the healthcare system to reduce the burden of dealing with infectious diseases	440
6) Provide social security to the vulnerable	440
7) Transform education with new technologies	1,601
8) Innovate in terms of administration and service delivery	955
9) Implement rapid and labor-intensive public works projects	785
Total	**29,000**

Source: Azm-e-Nau KP Economic Recovery Plan 2020-23

3.10.4   Annual Development Programme (ADP)

The Annual Development Programme (ADP) of the provincial government for the year 2020-21 is shown in Table 3.36. The Accelerated Implementation Programme (AIP) mentioned above, an implementation plan of the first three year of TDS, is a part of ADP. As shown in Table 3.36, ADP consists of 1) ADP of KP Province excluding NMDs, 2) ADP of NMDs and 3) AIP. Projects are listed by sector according to the categories. A total of Rs. 95.9 billion has been allocated for the development of the NMDs, including approximately Rs. 46.9 billion for the conventional ADP and Rs. 49 billion for the AIP. This amount accounts for roughly 30% of the total budget of 317.8 billion rupees (including AIP). The provincial government has allocated 21% of its budget for the development of the NMDs, excluding the AIP which is largely funded by federal grants.

Of the total budget for the development of the NMDs, the education, health, and roads sectors received Rs. 11.5 billion, Rs. 10 billion, and Rs. 15.9 billion, respectively, accounting for more than 10% of the total. Following these sectors is the water supply sector, which has a relatively large allocation of Rs. 6.8 billion (7%).

The provincial government allocates a little over 20 percent of its development budget to the district ADPs both inside and outside the NMDs. The district ADPs include the budgets allocated for district governments, Tehsil Municipal Administrations and village and neighborhood councils. The development budget of the local government within the NMDs (district annual development programmes) is Rs. 10.3 billion. Table 3.37 shows the breakdown of the District Annual Development Programmes within the NMDs by administrative level. The average budget per unit of each level local governments is calculated to be Rs. 432 million for the districts, Rs. 145 million for tehsils, and Rs. 5 million for village and neighborhood councils.

Table 3.36   Provincial Government Annual Development Programme (2020-21)

Unit: Million Rupees

	Sector	I. KP Province (excluding NMDs)			II. NMDs			III. AIP	Development Budget for NMDs II+III		Development Budget of KP I+II+III
		Local Funds	Foreign Aids	Total	Local Funds	Foreign Aids	Total	Total	Total	Share	Total
1	Agriculture	4,766	5,357	10,123	777	738	1,515	2,677	4,192	4.4%	14,315
2	Auqaf, Hajj	372	-	372	145	-	145	185	330	0.3%	702
3	BOR	507	-	507	564	-	564	600	1,164	1.2%	1,671
4	Districts ADP	44,571	-	44,571	10,286	-	10,286		10,286	10.7%	54,857
5	DWSS	3,548	10	3,558	1,926	-	1,926	1,407	3,333	3.5%	6,891
6	E&S Education	10,766	7,921	18,687	2,647	1,110	3,757	7,759	11,516	12.0%	30,203
7	Energy&Power	527	8,211	8,738	1,000	-	1,000	1,699	2,699	2.8%	11,437
8	Environment	30	-	30	10	-	10		10	0.0%	40
9	Estab.&Admin.	239	-	239	58	-	58		58	0.1%	297
10	Excise,Taxation	150	-	150	66	-	66		66	0.1%	216
11	Finance	180	3,255	3,435	10	-	10		10	0.0%	3,445
12	Food	449	-	449	7	2,100	2,107	150	2,257	2.4%	2,706
13	Forestry	2,500	-	2,500	626	-	626	100	726	0.8%	3,226
14	Health	11,567	2,203	13,770	2,363	-	2,363	8,251	10,614	11.1%	24,384
15	Higher Education	6,523	-	6,523	847	-	847	1,603	2,450	2.6%	8,973
16	Home	1,733	442	2,175	724	-	724	1,660	2,384	2.5%	4,559
17	Housing	200	-	200			-		0	0.0%	200
18	Industries	1,783	1,161	2,944	529	42	571	1,031	1,602	1.7%	4,546
19	Information	144	-	144	33	-	33	100	133	0.1%	277
20	Labor	181	54	235			-		0	0.0%	235
21	Law&Justice	990	-	990	262	-	262	100	362	0.4%	1,352
22	Local Government	2,981	4,649	7,630	1,490	-	1,490		1,490	1.6%	9,120
23	Mines&Minerals	230	-	230	120	-	120	70	190	0.2%	420
24	Multi Sectoral Dev.	12,340	9,396	21,736	888	6,061	6,949	1,139	8,088	8.4%	29,824
25	Pop. Welfare	150	649	799	32	-	32		32	0.0%	831
26	Relief and Rehab.	2,536	464	3,000	81	-	81	1,961	2,042	2.1%	5,042
27	Roads	15,251	11,229	26,480	4,104	2,560	6,664	9,197	15,861	16.5%	42,341
28	Social Welfare	250	500	750	84	-	84	400	484	0.5%	1,234
29	Special Initiatives	4,565	-	4,565	50	-	50		50	0.1%	4,615
30	Sports, Tourism	2,916	1,170	4,086	1,271	35	1,306	3,200	4,506	4.7%	8,592
31	ST&IT	239	289	528	131	-	131	50	181	0.2%	709
32	Transport	1,826	9,991	11,817			-	100	100	0.1%	11,917
33	Urban Dev.	4,507	3,550	8,057	1,124	-	1,124	840	1,964	2.0%	10,021
34	Water	9,054	2,853	11,907	2,031	-	2,031	4,721	6,752	7.0%	18,659
	Total	**148,571**	**73,354**	**221,925**	**34,286**	**12,646**	**46,932**	**49,000**	**95,932**	**100.0%**	**317,857**
	Share	-	-	**70%**	-	-	**15%**	**15%**	-	-	**100%**

Source: Provincial Government ADP 2020-21

Table 3.37   Breakdown of District Annual Development Programmes for NMDs by Local Administrative Level

Unit: Million Rupees

	Total Amount	Number of Unit	Average Development Budget per Unit
District	3,024	7	432
Tehsil	3,631	25	145
Village Council, Neighborhood Council	3,631	702	5
Total	**10,286**	**-**	**-**

Source: Provincial Government ADP 2020-21, JICA Study Team

3.11   Assistances from International Donors

3.11.1 UNDP

The UNDP Pakistan Office aims to improve people's lives through poverty alleviation; governance for peaceful, fair and inclusive societies; crisis prevention and resilience enhancement, nature-based solutions for development; affordable and clean energy; and gender equality and women's empowerment. In addition to Islamabad, the organization has offices in Peshawar and Quetta.

The major projects to be implemented in KP province are as follows.

i)   DHL: Decentralization, Human Rights and Local Governance: 2012-2022

Following the 2010 constitutional amendments, the project supports the decentralization process at the federal, provincial and local levels. The project aims to support the establishment of decentralization oversight bodies at the federal level; the formulation of legislation and policies at the provincial level; as well as participatory planning, project implementation, and monitoring at the provincial administrative level. In 2018, it enacted KP's first human rights policy and is implementing awareness programs for provincial government departments and provincial governments (legislators). It deals with the promotion and protection of human rights of ethnic and religious minorities, women, children, elderly and transgender people. NGOs are used to implement the awareness program, which covers the NMDs. To date, the program has been implemented mainly in districts outside the NMDs.

ii)   Merged Areas Governance Project: 2018-2022

In response to the incorporation of the FATA into KP province, the project provided technical assistance in the formulation of development plans for the NMDs. The project supported the Provincial Planning and Development Office in formulating the Tribal Decade Strategy (TDS), a 10-year development plan for the NMDs, and the Accelerated Implementation Programme (AIP), a 3-year implementation plan. In addition, 135 local government ambassadors were trained and placed in various locations within the NMDs. The ambassadors are conducting civic education campaigns and COVID-19 emergency response. In response to the spread of COVID-19, they also assisted the provincial government in developing a three-year economic recovery plan (Azm-e-Nau). Currently, local election is underway in the KP province. UNDP is planning to support the capacity building activities for the new elected representatives in NMDs. The project is funded by USAID and FCDO.

iii) Capacity Building of Law Enforcement Agencies in Newly Merged Districts: 2019

Japan is providing funding for the project on the training of 30,000 police officers and the development of police facilities for five districts in the NMDs.

iv) Rule of Law Programme: 2021-2025

A program to promote the rule of law and strengthen the criminal justice system is being implemented in KP and Balochistan provinces. The program is being implemented by the EU in collaboration with UNDP, UN Women and UNODC.

v) The FATA Transition and Recovery Programme: 2015-2018

In the FATA, assistance to the returnees included projects to improve small-scale infrastructure such as roads and markets, vocational training, and educational facilities.

3.11.2 UNICEF

UNICEF (United Nations Children's Fund) has formulated a Pakistan Country Program for 2018-2022, in which activities are being implemented in five areas: Health; Nutrition; Education; Child Protection; and WASH (Water and Sanitation). UNICEF's support to the NMDs (FATA) used to focus on humanitarian assistance, but has shifted to development assistance over the last four years. In addition, UNICEF has established a field office in Peshawar.

In the area of health, UNICEF conducts activities related to the promotion of universal health coverage; maternal and child health; promotion of infant immunization; provision of basic health services; and polio eradication. In the area of nutrition, it is supporting the National Nutrition Survey, institutionalizing nutrition services, and improving infant nutrition. In the area of education, the KP provincial government is receiving support in developing an education sector plan (2022-2026) and a non-formal education strategy to strengthen the capacity of the Pupil Teacher Council (PTC), as well as developing Alternate Learning Pathways (accelerated learning program, Distance learning, Community schooling, Recruit of female teachers for secondary education, etc.) to reduce the number of out-of-school children. In the area of child protection, UNICEF conducts activities related to the promotion of birth registration, support for legislation on the prevention of child abuse, survey on child labor, and support for the development of mental health and psychosocial support strategies. WASH is supporting the Clean Green Championships program; Pakistan Approach to Total Sanitation (PATS); and improving sanitation in schools. UNICEF is also promoting cross-sectoral and comprehensive activities (e.g., integration of nutrition-based activities into universal health coverage and compliance with COVID-19) and mainstreaming of disaster risk management in various sectors.

3.11.3 UNHCR

UNHCR (The Office of the United Nations High Commissioner for Refugees) has been supporting the return of Afghan refugees since 2002. It also provides assistance to Afghan refugees residing in Pakistan.

The majority of Afghan refugees live outside of Refugee Villages (RVs). UNHCR follows the Non-Camp Policy and seeks to integrate refugees into the host communities. UNHCR aims to increase the capacity of host communities to absorb refugees and promote coexistence between refugees and host communities by providing development assistance.

In accordance with this policy, the refugee-affected and hosting areas (RAHA) program was launched in 2009. This project provides support (i.e., social infrastructure development, vocational training, etc.) to host communities through the provincial government. The project is being implemented in four provinces, KP (including the NMDs), Balochistan, Punjab, and Sindh, with KP having the most number of projects due to its large refugee population (See Table 3.38).

Over the last 10 years, RAHA has invested $220 million in 4,260 projects since its inception in 2009. Afghan refugees account for about 15% of the approximately 12 million beneficiaries. The remaining 85% are Pakistanis in the host communities. The priority sectors are education, health, livelihood improvement, water supply, and infrastructure development. The project is implemented mainly by local NGOs as implementing partners.

The support to IDPs was removed from UNHCR's mandate at the end of 2017 and transferred to the provincial government's PDMA.

Table 3.38   Number of RAHA Projects Implemented in Pakistan (2009-2018)

	Watsan	Infrastrucuture	Education	Livelihood	Health	Social Protection
Khyber Pakhtunkhwa Province						
Chitral	6	22	22	22		
Swat	25	3	18	1	1	1
Upper Dir	41	4	1	1	3	
Lower Dir	49	139	48	21	10	
Mansehra	10	4	4		1	
Buner	80	40	31	2	4	
Malakand	14	3	1	1	19	
Mohmand	3		2			
Mardan	2		7			
Swabi	120	94	45	16	5	
Peshawar	328	238	183	153	43	4
Khyber	64	35	9	230	1	
Nowshera	122	104	81	50	7	
Abbottabad					1	
Haripur	74	73	25	8	8	
Kohat	5		16	8	4	
Hangu			10			
Bannu	12	1	2			
Lakki Marwat	11		1			
Tank	4					
Dera Ismail Khan	11	3	2		10	
Balochistan Province						
Killa Saifullah	74	16	15	23	5	
Pishin	98	52	46	20	4	
Killa Abdullah	249	102	25	6	5	
Quetta	81	23	45	5	11	5
Loralai	80	14	38	4	4	
Bolan					1	
Nasirabad	1					
Nushki			2		1	
Chagai	115	64	40	5	7	
Sindh Province						
Karachi	1	1	6		2	
Punjab Province						
Lahore	4					
Rawalpindi	9			1		
Attock	12		2	1		
Mianwali	31	3	8		3	

Source: UNHCR RAHA Factsheet

3.11.4 FAO

FAO (Food and Agriculture Organization of the United Nations) developed "Pakistan Country Programming Framework (CPF) 2018-2022" and outlined three priority areas for collaboration with Pakistan. The first is "Zero Hunger: Healthy, Safe and Nutritious Food for All," in which FAO aims to strengthen stakeholders' capacities by providing support in the formulation of agricultural policies and strategies in Pakistan, as well as the establishment of an agricultural information system. The second priority area is "Climate Smart Resilient Agriculture and Sustainable Ecosystems including Forests, Fisheries, Livestock, Rangeland and Water

Management." FAO provides training on agroecology, climate resilient agriculture and other topics to help government agencies and farmers anticipate and respond to factors that affect food security and nutrition. The third is "Inclusive and Efficient Agriculture and Food Systems," in which FAO aims to address problems and constraints in the area that lead to the exclusion or marginalization of stakeholders in the value chain, as well as facilitate information exchange, improve efficiency, upgrade value chains and connect family farmers with markets using a "systems approach." FAO has an office in Peshawar and is the only UN agency with social organizers having offices inside the NMDs.

FAO Pakistan implements projects in the three priority areas mentioned above, utilizing funds from FAO itself as well as JICA, USAID and FCDO. The table below summarizes the projects that FAO has been implementing in KP province.

Table 3.39   Major FAO Projects in KP Province

Project	Duration	Content	Resource Partner
Restoring Subsistence and Commercial Agriculture in FATA	2017-2020	To assist in revitalizing the livelihoods of returning TDPs, the project will resume food production and restore or improve agriculture-based livelihoods as well as market structures and services, and develop the capacity of communities and partners. The project aims to increase the availability of land, water, and seeds; improve the quality and exchange of agricultural knowledge; and introduce technologies leading to greater agricultural production.	USAID
Alternative Livelihood Option Project	2018-2020	The goal is to introduce high-value crops as an alternative to poppy cultivation in Bajaur, Khyber and Mohmand Districts in the NMDs, and in Tor Ghar District outside the NMDs. The project introduces viable fruit, vegetable, and flower production options, develop market linkages, and promote value addition. It aims to diversify into higher value crops; increase productivity; reduce post-harvest losses; increase value addition; improve marketing; and diversify markets.	INL*
Restoration of Livelihoods in FATA**	2018-2021	Targeting the districts of Kurram and Khyber, the project assists returnees in resuming agricultural production and normal economic activities, as well as reducing poverty and economic disparity through sustainable agricultural development. Under the project, agricultural productivity was improved through innovative farming methods and other means, and value chains and markets were established to add value to agriculture. Climate-smart and resilient agriculture was also introduced.	JICA
Restoration of Livelihoods in Khyber Pakhtunkhwa Tribal Districts	2018-2021	Together with UNICEF and UN Women, the project provides comprehensive support for food security, health and protection for returning Temporarily Displaced Persons (TDPs) in Kurram, Orakzai, North Waziristan and South Waziristan districts. The project rehabilitated farm service centers, introduced solar power to veterinary clinics, and rehabilitated irrigation channels. Seeds and livestock were also distributed to families affected by COVID-19.	FCDO
The Horticultural Advancement Activity (THAzA)	2018-2023	The project is being implemented in the highland districts bordering Afghanistan and a vast stretch of Balochistan Province. The project aims to improve agricultural production practices, upgrade technology, and introduce innovative technologies. It seeks to strengthen the capacity of all actors in the value chain in order to enhance competitiveness from production to market in the stone fruits, grapes, vegetable, and potato value chains.	USAID
Support in Implementing the Agriculture and Livestock Policies in Khyber Pakhtunkhwa	2019-2020	The project aims to strengthen the planning capacity of the KP provincial government's Departments of Livestock and Dairy Development and Agricultural Extension to develop needs-based action plans and implementation strategies in carrying out Agriculture and Livestock Policies.	FAO

*Note: INL＝U.S. Bureau of International Narcotics and Law Enforcement Affairs

**Note: This was an original project name at the beginning. The project name was changed to "Restoration of Livelihoods in the Newly Merged Districts of Khyber Pakhtunkhwa" in 2021.

Source: FAO（https://www.fao.org/pakistan/programmes-and-projects/project-list/en/）

3.11.5 WFP

The WFP (United Nations World Food Programme) is implementing its operations based on a country strategic plan covering the period 2018-2022, with the aim of achieving five Strategic Outcomes. The country office is located in Islamabad, with an additional office in Peshawar.

The Strategic Outcome 1 is: "People affected by natural disasters and other disasters will have timely access to food and nutrition." To achieve this outcome, KP province is providing food and cash distributions to people affected by conflicts, disasters, and COVID-19, as well as providing Food Assistance for Assets to people affected by conflicts.

The Strategic Outcome 2 is: "Social security systems are provided to the most vulnerable populations, including women, adolescent girls and children, and improved to ensure adequate access to safe and nutritious food by 2022." To achieve this outcome, the WFP, together with the KP provincial government's Department of Elementary and Secondary Education, will target 21,000 female students in grades 6-10 across 288 government girls' high schools in the NMDs and six sub-divisions in the summer of 2020.

The Strategic Outcome 3 is: "Improving the nutritional status of all populations towards national goals." KP province has conducted a study on the prevention of stunting (Kurram district). In addition, a stunting prevention initiative called Stunting Prevention Rehabilitation Integrated Nutrition Gain (SPRING) has been launched in November 2020 to mainstream stunting prevention. In addition, support is being provided for the development of the KP Provincial Nutrition Enhancement Strategy.

The Strategic Outcome 4 is: "Strengthen food security systems in disaster-prone communities and improve disaster management systems by 2022 to ensure that development is not hampered by disasters." In KP, a Comprehensive Food Security and Livelihood Assessment (CFSLA) of tribal districts was conducted and the results were published. The province is also developing Seasonal Livelihood Programming (SLP), which will be an effective tool for planning activities that are appropriate to local conditions.

The Strategic Outcome 5 is: "By 2022, the food security and basic service delivery capacity of federal and provincial governments is strengthened." Technical assistance is being provided for the construction of silos.

3.11.6 World Bank

The World Bank has developed a Country Partnership Strategy for Pakistan for the period covering 2015-2020. The strategy sets out the result areas of energy, private sector development, inclusion, and service delivery. Under the strategy, private sector development and service delivery projects are being implemented, particularly in the NMDs (FATA) / KP province.

World Bank is managing the Multi-Donor Trust Fund (MDTF), which was established in 2010 for the development of the FATA region of KP and Balochistan province, and has been providing various assistance under this framework. The MDTF is planned to finish disbursement on December 31, 2022, and the activities are expected to be completed by June 30, 2022.

The following projects have been implemented for private sector development. First, through the FATA Rural Livelihoods and Community Infrastructure Project, the project targeted small and marginal farmers and women in the project area, and introduced improved production technologies and management practices. With these efforts, the project aimed to create better livelihood opportunities in the agricultural and livestock sectors. The Digital Jobs in Khyber Pakhtunkhwa was also implemented under this project to promote the participation of women and youth in the digital economy. Other projects include the Economic Revitalization of Khyber Pakhtunkhwa Project, which supports small and medium enterprises (SMEs) to create jobs, attract investment, and strengthen the capacity of KP government officials. The project was implemented from 2011 to 2020, and will be completed in 2022 due to the addition of activities related to COVID-19.

The Khyber Pakhtunkhwa Southern Area Development Project aims to support communities in the three southern districts that are hosting Temporary Dislocated Persons (TDPs) from the FATA region. The project supported the organization of community-based organizations (CBOs) and economic interest groups (EIGs) in the three southern districts that host TDPs from the former FATA. In addition, funding was provided for their activities (e.g., repair of agricultural production infrastructure and social infrastructure, including small farms and vocational training facilities).

The KP Governance and Policy Program for Khyber Pakhtunkhwa – which has been implemented since 2017 – aims to improve the KP government's ability to collect service tax and improve accountability for public investment management and public service delivery. The program has been running since 2017 and is scheduled to be completed in 2022.

3.11.7 GIZ

GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit) Pakistan has been implementing projects in the FATA and NMDs for more than 10 years and has accumulated a wealth of knowledge and experience. The core program is the FATA Development Programme (FDP), which has been in place since 2009. It focuses on basic education, health services and local governance, and seeks to strengthen the capacity of government institutions and civil society groups (elderly, Jirgas, community groups, women and youth, etc.). The EU multi-donor funded Aid to Uprooted People in Pakistan (AUP), which supports the reintegration of Temporarily Displaced Persons (TDPs), is also being implemented within the FDP.

FDP's main activities related to decentralization and local governance are as follows:

- Reform of the legal system in accordance with the Local Government Act 2019
- Clarification of the powers of administrative bodies in the health and education sectors in accordance with the Local Government Act 2019
- Institution building and capacity building of Local Governance School (LGS) and capacity building of local administrators in the NMDs
    - Development of training curriculum
    - Development of three-year business plans
    - Conduct training on local government system, planning and budgeting
    - Implementation of training on COVID-19
    - Capacity building of local council members in the NMDs after local elections (training module under development)
    - Coordination of relevant donor agencies through the LGS training working group
- Public participation in the decision-making process through constructive dialogue and participatory development planning
- Assessment of the possibility of generating independent financial resources for tehsil governments
- Sister city affiliation of tehsil governments within and outside the NMDs for knowledge sharing and peer learning
- Use of social media channels to provide information on local government systems for citizens
- Implementation of gender mainstreaming strategies in the NMDs
- Raising public awareness and strengthening the capacity of tehsil administrators on COVID-19 infection prevention using radio and telephone text messages

The main activities of the FDP for the education sector are as follows:

- Development of district education plans
- Integration of NMDs and KP provincial education sector management information system (EMIS)
- Capacity building of officers (management, planning methods, monitoring, evaluation, information systems) (333 beneficiaries, 98 of whom are women)
- Training of Parent-Teacher Councils (PTCs): opening of bank accounts, financial management, record keeping, school improvement planning (1,676 women council members out of 4,419 trained participants)
- Evaluation of projects to be implemented by ADP and AIP

The main activities of the FDP in the health sector are as follows:

- Training of health personnel and administrators (852 beneficiaries, 170 of whom are women)
- Development of standards and assessment tools for primary health care
- Establishment and training of local quality teams to strengthen primary health care facilities with community involvement (52 teams)
- Development of improvement plans by local quality teams
- Improvement of county health information systems in NMDs
- Provision of PCR testing equipment and capacity building and provision of protective equipment for health personnel in response to the spread of COVID-19

Because it is difficult to obtain NOCs in the NMDs, these activities are being carried out through the relevant government agencies.

GIZ is also implementing the "Support to Local Governance (LoGo II) Programme 2020-2022" for the entire province of KP, including districts inside and outside the NMDs. The program is based on three pillars: enactment of rules and regulations and capacity building of council members and officers in line with the Local Government Act 2019; strengthening of local government self-financing; and citizen's participation in public service delivery.

In addition, "Strengthening Education and Health Services for Refugees and Host Communities 2020-2023" and "Social Support for Vulnerable Afghan Refugees and members of the Host Communities Project 2019-2022," GIZ has been working to improve the quality of life of refugees and host communities.

3.11.8 USAID

USAID (U.S. Agency for International Development) has developed the Country Development Cooperation Strategy (CDCS) (2018-2023), which focuses on strengthening security, economic growth, and improving governance. The focus areas of the CDCS are the NMDs, southern Punjab, northern Sindh and Karachi. Support for the NMDs includes legal and institutional reforms, improvement of public services, and citizen participation in order to boost confidence in government, increase entrepreneurial opportunities, improve the agricultural sector, and expand economic opportunities through improved connectivity in remote areas. The table below summarizes the major projects and activities that USAID implements in KP province.

Table 3.40   Major Projects and Activities Implemented by USAID

Project/ Activity	Contents
KP Governance Project	The project, which is implemented through UNDP and other agencies, supports the provincial government and civil society organizations in improving local government services. It aims to establish a mechanism to support activities that reinforce stability, counter extremism, and promote democratic inclusiveness by including women and other marginalized groups.
Khyber Pakhtunkhwa Municipal Services Program	It aims to provide support for programs implemented by the KP government's Department of Planning and Development to improve municipal service delivery in small- and medium-sized towns.
Local Government and Decentralization	It provides technical assistance and capacity building to enable sub-national governments to develop budgets; raise local revenues; provide public services; plan and facilitate community participation; as well as implement laws, regulations, policies and programs. It also develops and strengthens associations of local governments and/or local government officials. It is being implemented in collaboration with ADB and other partners.
Land Registration in Merged Areas	It aims to establish a land recording and registration system in NMDs
Community Resilience Activity (CRA)	It aims to increase the stability of Pakistan's focus areas by enhancing the resilience of targeted communities. It has two goals: 1) to increase broad-based citizen engagement in community decision-making, and 2) to enhance tolerance within and across communities. Specifically, the project will work with local governments, youth groups, community members, and leaders to: 1) increase civic engagement, especially among youth and marginalized populations, to ensure that communities are aware of and actively invested in the NMD-KP merger; 2) strengthen social cohesion by building dialogue and networks of influential leaders to address ethnic, tribal, and sectarian tensions; and 3) support the reintegration of recently returned temporarily displaced persons in the Afghanistan-Pakistan border region.
Citizen's Voice and Public Accountability Project	About 120 grants will be provided across the country to engage civil society on issues related to democratic governance, including capacity building of local government elected representatives in KP and Sindh, inclusion of female voters in the electoral process, and voters' education and mobilization for the 2018 general elections.
Conflict Mitigation	It aims to reduce the threat and impact of violent conflict and promotes peaceful conflict resolution. If violence has already erupted, it should be mitigated. The project also establishes a framework for peace and reconciliation that includes both men and women.
Building Peace in Pakistan Activity	The program aims to provide assistance to the United States Institute of Peace (USIP), which conducts activities to promote acceptance of diversity in religious, ethnic, social, and political perspectives to enhance social cohesion, especially in border areas with Afghanistan such as NMDs
Economic Revitalization Program	The program is implemented through UNDP in Khyber, South Waziristan and North Waziristan districts. This program aims to: 1) provide immediate temporary employment for returnees, 2) scale up existing and new enterprises, 3) continue to support innovative entrepreneurship, and 4) increase access to microfinance for existing and new entrepreneurs.
Women's Economic and Social Empowerment	Primarily targeting the NMDs, the project aims to help women earn higher incomes and reduce inequalities in economic and social participation. The goal is to create a more supportive environment for women's political, social, and economic empowerment, and to reduce the gender gap in social and economic opportunities.
Private Sector Productivity	The project aims to improve business capacity to integrate into domestic and international markets by increasing productivity, improving corporate governance and implementing cutting-edge technology. To this end, the project will adopt efficient production processes, increase labor productivity, manage natural resources in an environmentally friendly manner, and develop accounting and management systems that will enhance competitiveness. The project is implemented by ADB and other partners.
Workforce Development	The project aims to assist youth and adults in gaining knowledge and developing skills beyond basic education and attitudes that will enable them to find legitimate jobs and stay employed in a changing economy. It also seeks to create policies, programs and systems that are responsive to labor market demand. The project is implemented by ADB and other partners.

Project/ Activity	Contents
Small and Medium Enterprise Activity (SMEA)	The project aims to increase incomes and employment and promote private sector-led growth in the following sectors: ICT, light engineering, textiles (excluding spinning), hospitality, minerals (marble, granite, gems), logistics and packaging, and leather (excluding tanned leather).
Water Management for Enhanced Productivity (WMfEP)	The project aims for local socio-economic development and political stability by reducing barriers to productive and sustainable water use in agriculture and improving farmers' incomes, as well as livelihoods in KP including the NMDs.
Agricultural Sector Capacity	The project aims to maintain productivity in the agricultural sector through investments that foster increasing returns to land, labor, and capital. It aims to improve technology and management practices of target male and female producers; expand access to markets; increase market efficiency; and restore and protect resilience in production and livelihood systems.
Pakistan Agricultural Technology Transfer Activity (PATTA)	The goal is to partner with agricultural technology companies to commercialize products and services that improve the productivity and competitiveness of smallholder farmers. By participating in this activity, smallholder farmers will have access to a wide range of affordable technologies to improve productivity, enhance climate change resilience, and reduce post-harvest losses. It also aims to increase smallholder farmers' access to markets through collaboration with other development programs, resulting in increased overall development impact and cost-effectiveness. In addition, human and organizational capacity building will be undertaken to ensure sustainable and effective use of technologies.
Pakistan Reading Project	It is an expansion of a Pakistan-led effort to introduce and institutionalize improvements in reading instruction and assessment in grades 1 and 2 in public schools throughout Pakistan. It supports provincial education department to strengthen education systems to boost reading skills and promote community-based reading activities outside of school. The project also provides intensive in-service teacher training on how to use the new materials to teach reading. Furthermore, quality reading instruction materials for early grades are available in Urdu, Sindhi, Pashto, and other local languages. In 2018, the project focused on the Afghanistan/Pakistan border region, with the goal of increasing trust in the government, providing equitable and high-quality education services, and building the institutional capacity of provincial education departments and communities.
Higher Education	The project aims to strengthen the organizational capacity of public and private higher education institutions (including research institutes, teacher training colleges and institutes, universities, community colleges, as well as relevant officials, departments, and ministries responsible for higher education) to conduct education, training, research, and community service; to contribute to development; and to promote professional development opportunities, institutional linkages, and exchange programs.
FATA Infrastructure Project (FIP)	The project aims to construct roads that connect remote communities with markets and facilitate access to essential services; restore electricity infrastructure; and improve access to drinking and farming water. The project supports the solarization of 110 tube wells.
Water Supply and Sanitation	Implemented through UNOPS, the goal of the project is to enable the provision of widely accessible, reliable, and economically sustainable water supply and sanitation services for health, security, and prosperity.

Source: ForeignAssistance.gov（https://foreignassistance.gov/cd#Pakistan）

3.11.9 FCDO

The Foreign, Commonwealth and Development Office (FCDO), a British aid agency, has also been providing support to KP province. First, the Khyber Pakhtunkhwa Merged Districts (KPMD) Support Programme is being implemented to strengthen governance and reduce poverty in NMDs. It provides technical assistance to meet the basic needs of the NMDs and supports the implementation of TDS and AIP. Major activities are implemented through UN

agencies. These include the rehabilitation of farmer service centers by FAO to strengthen community resilience to conflicts and disasters; establishment of sanitation facilities in schools by UNICEF; and technical assistance to the KP provincial government's Department of Social Welfare and Women Empowerment by UN Women. UN Women provided technical assistance to the KP government's Department of Social Welfare and Women's Empowerment. In addition, UNICEF has conducted renovation of health facilities and training of health personnel. In addition, UNDP is providing support to the newly established Tehsil Municipal Administration (TMA) in the NMDs and assisting in the formulation and implementation of the AIP. In addition to the activities of these UN agencies, consultancy firms and local universities are conducting project monitoring and surveys.

The Khyber Pakhtunkhwa Education Sector Programme (KESP), which covers the entire province of KP, was launched in 2011 and concluded in 2021. KESP provided financial support to KP's education sector plan; technical assistance to KP's Department of Primary and Secondary Education; construction and rehabilitation of schools; installation of solar panels in schools through UNOPS; and school attendance support for out-of-school children.

CHAPTER 4   LOCAL GOVERNEMENT SYTEM OF KHYBER PAKHTUNKHWA AND CURRENT SITUATION OF LOCAL ADMINISTRATION IN NMDS

4.1   Local Government System of the Government of Khyber Pakhtunkhwa

4.1.1   Transition of the local government system of the Government of Khyber Pakhtunkhwa

Until 2012, the local governments system in the North-West Frontier Province (the former name of KP Province) consisted of three tiers at district, tehsils and union levels under the North-West Frontier Province Local Government Ordinance, 2001, which is established under the local government policy of the Government of Pakistan (see Figure 4.1).

With the amendment of the Pakistan's Constitution in 2010, the Government of Pakistan has devolved substantial authority to the provincial governments and the provincial governments became responsible for establishing and promoting local government systems. The Government of KP enacted the KP Local Government Act 2012 in accordance with the constitutional amendment. However, in the 2013 provincial election which took place a year later, the government changed to the Pakistan Movement for Justice (PTI), and the new government established the new KP Local Government Act 2013. The current local government system is in accordance with this Act.

In the Local Government Act of 2013, the local governments of KP Province are composed of three tiers: districts, tehsils/towns, and villages/neighborhoods. It is stipulated that 30% of the development budget of the Government of KP is allocated to the local governments. The district governments play a central role in local development, and many authorities were devolved to the district governments. Approximately 1,000 union councils, which were at the bottom level of the local government system, were abolished and replaced by 3,500 village and neighborhood councils. The administrative function of the unions continued and union secretaries are posted at the union level. In 2015, local elections were held, and local governments were established in accordance with the Act of 2013.

In May 2019, the Government of KP enforced the amended Act of the Local Government Act 2013, called the KP Local Government (Amendment) Act 2019, under the Pakistani government's reform of the local administrative system. In the Act, the local government system has two-tiers: the tehsil local governments (city local governments in urban areas) and the village councils (neighborhood councils in urban areas).

The local governments established under the 2015 local elections in KP Province ended their four-year tenure in 2019. Since then, no local elections have been held and local governments

no longer exist. The local government system in accordance with the Local Government (Amendment) Act 2019 has not yet begun.
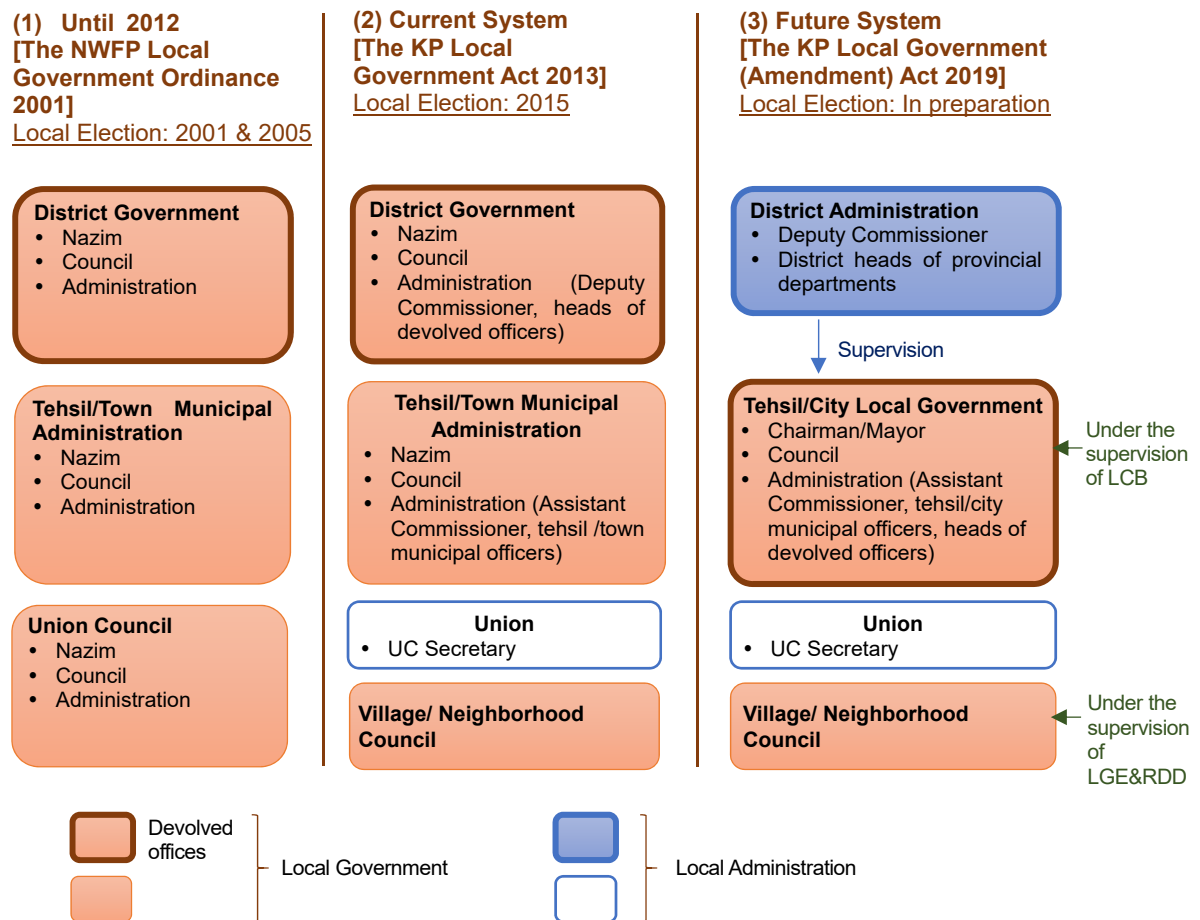
Source: The NWFP Local Government Ordinance 2001, the KP Local Government Act 2013, the KP Local Government (Amendment) Act 2019

Figure 4.1   Transition of Local Government System of the Government of KP

4.1.2   Reform of Local Government System by the Local Government (Amendment) Act 2019

(1)   Changes of local government system in the Local Government (Amendment) Act 2019

The major change in the Local Government (Amendment) Act 2019 from the Local Government Act 2013 is that the district governments were abolished and a two-tier structure consisting of the tehsil local governments (city local governments in urban areas) and the village councils (neighborhood councils in urban areas) was adopted. Under the new system, the tehsil or city local governments will play a central role in local developments (see Figure 4.1). However, although the district governments will be abolished, the district administration will remain. In addition, the deputy commissioners will represent the provincial government at the district level and administer the tehsil and city local governments.

Another significant change is that the Local Government Act 2013 devolved 23 sectors to local governments, as shown in Table 4.1, while the Local Government (Amendment) Act 2019 returned the authority of the education – except for primary and secondary education–, health and roads to the provincial government, reducing the authority of local governments. The amendment to Local Government Act intends to centralize certain authority to the provincial government.

On the other hand, the city local governments were established by the Local Government (Amendment) Act 2019. City local governments will be responsible for urban development and urban services including transportation facilities, urban planning, land use management, urban and housing development, water supply and sanitation, sewage and drainage, etc. While limiting the authority of local governments, the Act also aims to shift the central player in local developments from the district to the tehsil and city levels, as well as to implement development projects and provide services that meet the needs of the people at a level closer to them.

Table 4.1   Developed Functions of the Local Governments

KP Local Government Act 2013	KP Local Government (Amendment) Act 2019
Social Services	**Social Services**
1. Primary and Secondary Education	1. Primary and Secondary Education
2. Vocational Education	2. Social Welfare
3. Special Education	3. Sports and Youth Affairs
4. Adult Education and Literacy	4. Agriculture (Extension, Livestock, OFWM, Soil Conservations, Fisheries)
5. Mother and Child Health Care Centers	5. Population Welfare
6. Basic Health Units	6. Rural Development
7. Rural Health Centers	7. Public Health Engineering
8. Social Welfare	8. Coordination, Human Resource Management, Planning, Development, Finance and Budgeting functions for the devolved offices
9. Community Development	9. Any other office
10. Sports and Culture	
11. Revenue & Estate	**Municipal Services**
12. Agriculture (Extension)	1. Regulations
13. Livestock	2. Finance/Accounts
14. On-Farm Water Management	3. Infrastructure/Services
15. Soil Conservation & Soil Fertility	4. Municipal Services including water and sanitation
16. Fisheries	
17. Cooperatives	
18. Social and Farm-forestry	
19. Hospitals other than District Headquarters, Teaching and Tertiary Hospitals	
20. Rural Development & Rural Works	
21. Communication and Works, District Roads and Buildings	
22. Public Health & Public Health Engineering	
23. Population Welfare	
24. Coordination, Human Resource Management, Planning, Development, Finance and Budgeting functions for the devolved offices	
Municipal Services	
Water supply, sanitation, conservancy, public roads, streets, etc.	

Source: The KP Local Government Act 2013, the KP Local Government (Amendment) Act 2019

(2)   Organizations and Functions of Local Governments

The organizations and main functions of local governments according to the Local Government (Amendment) Act 2019 is shown in Table 4.2. A tehsil local government consists of the chairman, tehsil council and tehsil local administration. On the other hand, a city local government consists of the mayor, city council and city local administration.

Chairmen of tehsil local governments are elected directly in party-based elections. A tehsil council is composed of all chairmen of village and neighborhood councils in the tehsil, as well as representatives elected from the women, youth, peasants/workers and minorities (ethnic and religious minorities) categories of councilors of village and neighborhood councils.

The village council or the neighborhood council is composed of representatives elected directly from a free list of candidates in non-party-based elections, consisting of seven members: three general members, one woman member, one youth member, one peasant or worker member and one minority member.

Assistant Commissioner is an administrative chief of a tehsil local government. Departments of the Government of KP will be set up offices at the tehsil level to carry out tehsil administrative duties. Those line offices follow the orders and directives of the provincial level departments and execute the provincial plans.

In the current system, the provincial level departments are in charge of managing officer assignments and transfers at the district level, as well as allocating departmental budgets for salaries of local administration officers. Development of district level office facilities are also under the responsibility of the provincial level departments. The Local Council Board (See 4,1.4 below) is in charge of the management of tehsil municipal officers[24]. It is uncertain what system will be adopted for tehsil local government officers after the enforcement of the Local Government (Amendment) Act 2019.

Alternative Dispute Resolutions (ADRs) will be set up in all village and neighborhood councils in the districts outside the NMDs. ADRs will be set up in the tehsil local government in the NMDs.

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[24] Provincial services staff are transferred to local government offices within the province and the provincial level offices.

Table 4.2   Organizations of Local Governments and Their Functions in the KP Local Government (Amendment) Act 2019

Local Government	Organization	Major Functions
Tehsil Local Government /City Local Government Number of tehsils: approximately 130 Number of cities: 35	• Chairman/Mayor (Direct election) • Council: All chairmen of VC and NC in the tehsil and the elected councilors from the categories of women, youth, peasants/workers and minorities councilors of VC and NC • Administration (assistant commissioner, tehsil municipal officers, devolved officers)	◎ Devolved sectors : Primary and Secondary Education, Social Welfare, Sports and Youth Affairs, Agriculture, Population Welfare, Rural Development and Public Health Engineering (water supply, sanitation, etc.) ◎ Major functions of tehsils and cities • Provision of visions for tehsil-wide development • Formulation of strategies and timeframe for the accomplishment of goals regarding infrastructure development and improvement in delivery of services • Formulation and execution of tehsil annual development program • Preparation of spatial plans for the tehsil including plans for land use and zoning • Preparation of annual budgets • Regulation of markets and services, issuing licenses and permits and imposing penalties of violation ◎ Major functions of cities (in addition to the functions mentioned above) • Formulation of master plans, zoning, land use plans, environmental control, urban design, urban renewal, etc. • Public transport and mass transit systems, construction of expressways, flyovers, bridges, roads, underpasses and inter-town streets. • Urban and housing development • Sewerage tertiary and secondary network, treatment plants and disposal • Environmental control • Parks, play grounds, sporting and other recreational facilities
Village Council(VC) /Neighborhood Council (NC) Number of VC: 3,624 Number of NC: 579 Total: 4,203	• Chairman/Council (Direct election) - General members: 3 - Woman member: 1 - Youth member: 1 - Peasant or worker member: 1 - Minority member: 1 - Total: 7	• Implementation and monitoring of development works • Carrying out village level sanitation and conservancy functions • Identification of development needs of the area for use by Tehsil Local Government in prioritizing development plans for the tehsil • Registration of births, deaths, marriages and divorces • Preparation of annual budget • Organization and sponsoring village and neighborhood level sports and cultural events • Monitoring of the performance of service providers including education, health, agriculture, water and sanitation, etc. • Collection, preparation, maintenance and updating basic data on social indicators.

Source: The KP Local Government (Amendment) Act 2019

(3)   Realization of the Reform of Local Government System according in the KP Province

Since their terms of office expired in August 2019, local councils at the district, tehsil and village/neighborhood levels have remained defunct, and the next local elections have not been held. The Government of KP has postponed the local elections scheduled for 2020 to 2021. With the intervention of the Prime Minister, the local election was prepared to be held as soon as possible. The first phase of the local election was held in December 2021 and the second phase is planned to be held in March 2022.

If local elections are held, the local government system based on the Local Government (Amendment) Act 2019 will be in put in place. However, as mentioned above, the revision of

the Local Government (Amendment) Act 2019 is a major reform to abolish the district governments and shift the central role of local developments to the tehsil level. Following the local elections, 130 tehsil local governments and 35 city local governments will be established comprising of new members and the directly elected chairmen in KP Province.

Because no local councils currently exist, the local administration offices are in charge of the approval of development projects and budget allocation. Since the Rules of Business based on the Local Administrative (Amendment) Act 2019 has not yet been established, it is unclear how the roles are actually divided among the province, district and tehsil/city levels, as well as the scope of specific and detailed works of the developed offices at the tehsil level. For the transition to the new system, policies on the transfer of district administration officers and new employment of the tehsil administration officers are also unclear. Some district administration officers believe they will be transferred to the tehsil level, but there is no reliable information, and they are waiting for the establishment of the Rules of Business so they can fully understand the new system in detail. Some officers question whether such a major reform can be realized. Capacity building of local government officers and elected representatives is a major issue in transitioning to the new system.

Securing the financial resources of the tehsil local governments can be considered the biggest challenge for the realization and sustainability of the new system. Currently, the Tehsil Municipal Administrations (TMA), the current local administration at the tehsil level, are under the jurisdiction of the autonomous Local Council Board (See 4.1.4 below), and the current and development budgets of TMA are to be covered by independent financial resources obtained from the service fees, taxes, rents, etc. The financial situation of the TMAs is tight, especially in rural areas, and their revenues are not sufficient to cover the budgets of TMAs. Therefore, the provincial government allocate current and development budget to TMAs[25]. The development budget allocated to TMAs is included in the provincial ADP. In the future, the number of tehsil local governments grows and they will be responsible for providing services not only in urban, but also in rural areas. The tehsil local governments need to increase revenue from their own financial resources, and the provincial government needs to consider the allocation of funds to a larger number of tehsil local governments. The financial improvement of local governments is essential.

The Local Council Board is responsible not only for the local finance, but also for the placements, promotions and transfers of the officers of TMAs and supervision of the tehsil level administration services. As the scale and scope of the tehsil level administration grows, it is also necessary to strengthen the capacity of the Local Council Board.

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[25] The provincial government allocated a current budget of 1.47 billion Rupees and a development budget of 15.26 billion Rupees to TMAs (excluding NMDs) in FY 2020-2021.

In consideration of the above situations, it is unlikely that the new local government system will function immediately after the local elections. Hence, it is necessary to confirm the specific policies of the provincial government for the transition toward the new system and to wait for the Rules of Business of the local governments to fully comprehend the new system.

4.1.3   Formulation of Development Programs by Local Governments

Since the rules under the Local Government (Amendment) Act 2019 have not been established, the local administrations are currently preparing annual development programs, which are part of the budget documents, following the Planning and Development Guideline (2015) for Devolved Tiers of Local Governments under LGA 2013, the District or City District Government Budget Rules 2016 and Tehsil Municipal Administration Budget Rules 2016. Due to the absence of councils at this moment, the heads of local administrations, particularly the deputy commissioners and assistant commissioners at the district and tehsil levels respectively, are responsible for the approvals on the budget allocation and its execution. In NMDs, since the tehsil administrations have not been fully established, the deputy commissioners also approves the tehsil level budgets.

The procedures for approving development projects and formulating annual development programs are described as follows. A development committee is formed at each level consisting of the head of administrations and department offices. The district and tehsil governments formulate their own annual development programs to carry out projects based on their respective authorities. The department offices at the district level also provide information for the preparation of the provincial level annual development programs.

District Government

a)   Identification of development proposal based on the evidence of peoples' needs
b)   Preparation of project outline by the concerned office
c)   Approval of development project outline by the District Development Committee
d)   Preparation of detailed development project proposal
e)   Preparation of technical sanction for development projects involving works
f)   Approval by the District Development Committee
g)   Issuance of Administrative Approval and Technical Sanction
h)   Inclusion in Annual Development Program (ADP) and District Development Plan
i)   Approval by the District Council

Tehsil Municipal Administration

a)   Identification of development proposal, based on the evidence of peoples' needs
b)   Preparation of project outline by concerned sub-office

c) Approval of development project outline by the Tehsil Development Committee

d) Preparation of detailed development project proposal

e) Preparation of technical sanction for development projects involving works

f) Approval by the Tehsil Development Committee

g) Issuance of Administrative Approval and Technical Sanction

h) Inclusion in Annual Development Program (ADP) and Tehsil Development Plan

i) Approval by the Tehsil Council.

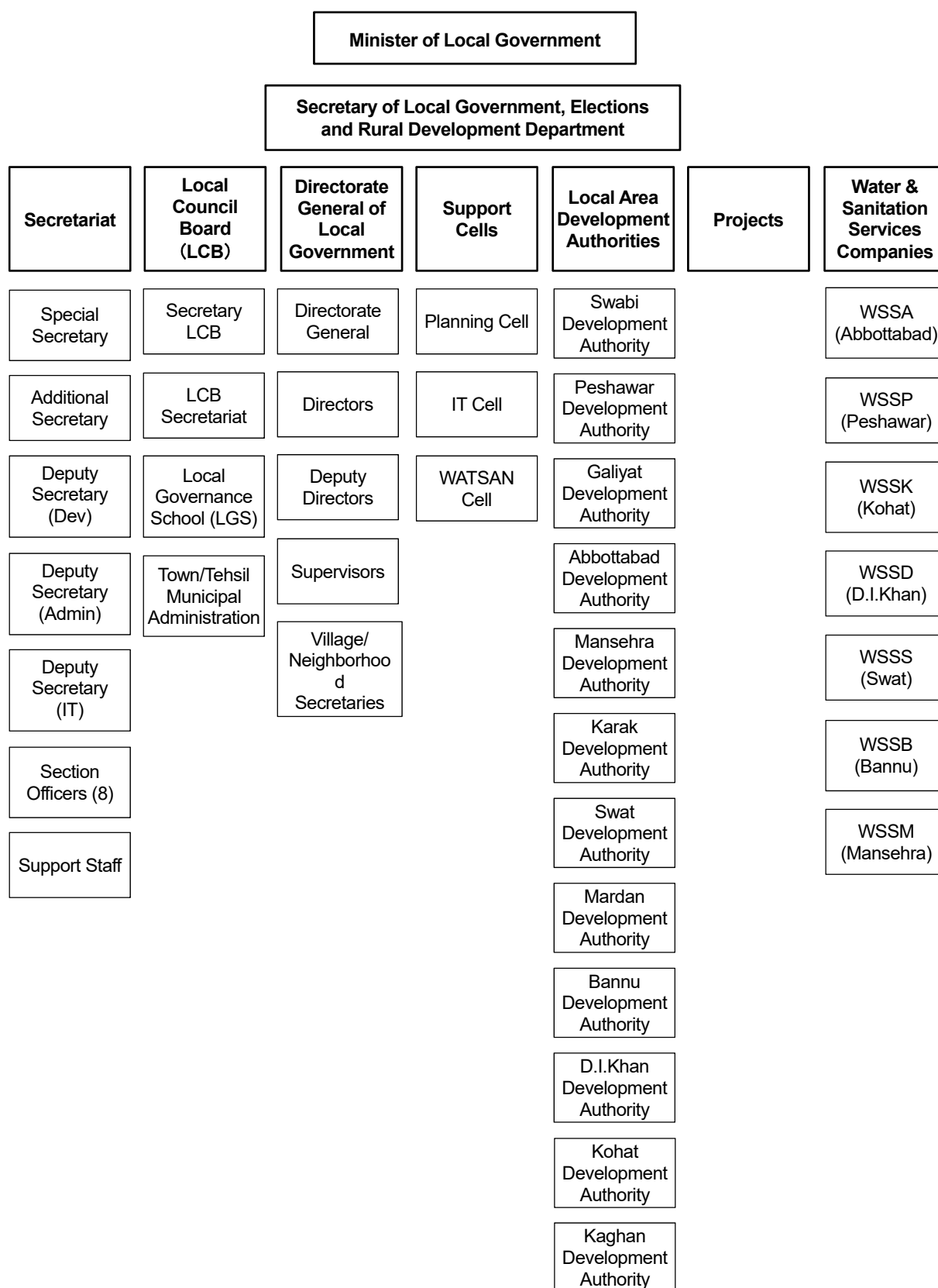## 4.1.4 Organizations of the Government of KP Related to Local Administrations

The provincial government's organizations related to local administrations are shown below:

Local Government, Elections and Rural Development Department (LGE&RDD)

The Local Government, Elections and Rural Development Department is responsible for the implementation of the KP Local Government Act and oversees the service delivery and project implementation by local governments. There are 40 to 50 staff in the department. In ADP 2020-2021, around 9.1 billion rupees were allocated to the department to implement projects on roads, parks, water supply facility, markets, bus terminals, among others.

Organization of the department is shown in Figure 4.2. There is the Directorate General of Local Government under the Secretary of the department. Village and Neighbourhood Council Secretaries are belonging to the Directorate General. Local Council Board (LCB) in charge of the Tehsil Municipal Administration personnel (see below) is attached to the department.

Local Area Development Authorities, which are autonomous organizations working on housing and infrastructure development in urban areas, are under the supervision of the department, as well as water and sanitation companies providing services on water supply, waste management and sewerage and drainage management.

Source: Website of KP Government (https://kp.gov.pk/)

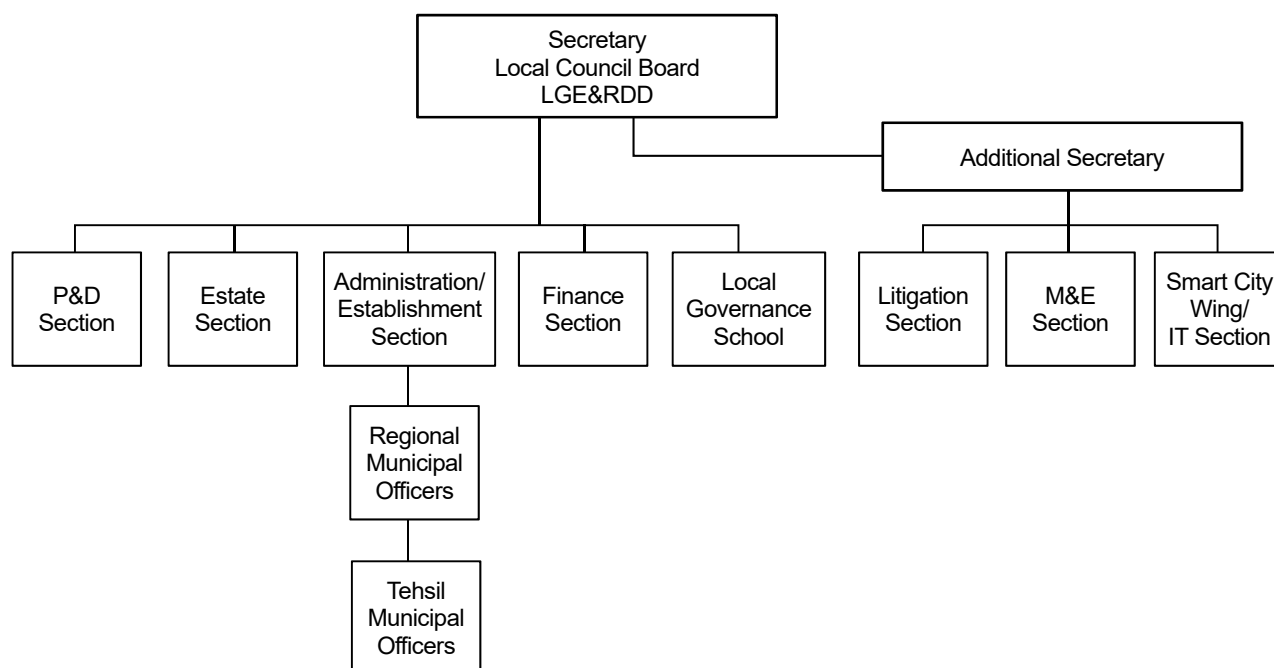**Figure 4.2 Organization of the Local Government, Elections and Rural Development Department of the Government of KP**

Local Council Board (LCB)

The Local Council Board is an autonomous body created under the statute, which is attached to the LGE&RDD of the Government of KP. The funding source comes from the revenue from tehsil administration services. The core function of the Local Council Board is to provide services including appointments, promotions, postings, transfers, pensions, etc., of the Tehsil Municipal Administration personnel.

The LCB consists of a chairman and 3 to 6 members. The chairman is the secretary of LGE&RDD. Members include the additional secretaries of LGE&RDD, the Establishment and Administration Department, the Finance Department, and the secretary of the Local Council Board.

Organization of the LCB is shown in Figure 4.3. There are offices of Regional Municipal Officers at the district level and supervening the Tehsil Municipal Officers. Tehsil Municipal Officers are also belonging to the LCB. The Local Governance School (see below) is attached to the LCB. Total number of LCB staff including provincial, district and tehsil level staff is around 10,000.

Tehsil Municipal Administrations (TMA) submit financial statements and revenue collection records to LCB. In case a TMA has a financial deficit, the amount of budget to be transferred from provincial government to the TMA is calculated according to the formula. LCB submit the detailed budget to the Financial Department of the provincial government, which include current and development budgets for all TMA to be transferred from the provincial government. The development budgets are incorporated in the provincial Annual Development Programme (ADP).

Source: Website of KP Government (https://kp.gov.pk/)

Figure 4.3   Organization of Local Council Board of the Local Government, Elections and Rural Development Department

Local Governance School (LGS)

The Local Governance School (LGS) is the training institute established by the KP Government in 2008. LGS conducts pre-service training, refresher courses, seminars and workshops for local government officers and elected representatives. Since the LGS belongs to the LCB, which is an autonomous body as previously mentioned, LGS is not included in the annual development budget allocation of the Government of KP. In the current situation, the LGS is reliant on funds from donor agencies for training implementation. The LGS has 16 management staff. Around 40 KP government officers and retired officers are registered as trainers.

4.2   Current Situation of Local Administration in NMDs

4.2.1   Local Administration System in NMDs

After the FATA was merged into Khyber Pakhtunkhwa Province in 2018 and renamed NMDs, the Divisions and Political Agents were abolished. In addition, the deputy commissioners and assistant commissioners are posted in seven districts and twenty-five tehsils to supervise the district and tehsil level administration in the same way as other districts in the KP Province. After the local elections are held, the tehsil local governments as well as the village and neighborhood councils will be established in NMDs for the first time in history.

After the merger into KP Province, services in sectors such as health, education, planning and development, agriculture and social welfare that were previously supplied by the FATA Secretariat are now provided by the district administration continuously. The FATA was rapidly merged into KP Province in 2018 with no transition plans in place. As a result, departments do not have clear policies on the establishment of the appropriate administration systems to provide services in NMDs. Currently, the departments carry out their administration works having temporary offices with insufficient human resources and facilities. Some departments do not have offices within their districts and function out of temporary offices in Peshawar.

After the local election, a total of 25 tehsil local governments and 702 village/neighborhood councils will be established in seven districts in NMDs. The provincial government sanctioned 795 posts of officers, including PUGF[26] and Non-PUGF, for 25 tehsil local governments and 1,404 officer posts for 702 village/neighborhood councils. The provincial government has agreed to provide the tehsil local governments with 50 solid waste collection vehicles and 400 containers. In order for the new local governments to function immediately after the local elections, the provincial government is recruiting officers and the procuring equipment.

4.2.2   Results of the Survey in Mohmand and Khyber Districts

Local consultants of the JICA Study Team conducted a survey in Mohmand and Khyber Districts in NMDs from the end of April to May 2021. In the survey, deputy commissioners and line department offices at the district level were interviewed. In addition, one sub-division or tehsil in each district was selected, and the assistant commissioner in each sub-division/tehsil was interviewed. The results of the survey are summarized in Table 4.3 and Table 4.4.

The development issues identified in the survey in both districts include the insufficient basic facilities such as school, health and water supply facilities to deliver services to dispersed population, unemployment of young people, impact of COVID-19 on the economic activities, bad conditions of link roads to remote areas, lack of support for vulnerable people such as widows, the elderly, the poor and disabled persons, and low agricultural productivity due to traditional farming methods. Particularly in Mohmand District, many people lost the opportunity of the cross border trade due to the closure of the border with Afghanistan. It is also the issue that mine labors work with the conventional and unsafe techniques and they need to improve the knowledge and skills.

In both districts, local administration officers face various problems. The major problems include the insufficient office buildings, lack of basic facilities such as electricity and internet, insufficient staff accommodation, difficulties in grasping people's needs and monitoring projects due to lack of transportation facilities and the poor road condition, insufficient number

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[26] Provincial Unified Group Functionaries

of staff and low capacity of existing staff. The major issues the officers need to tackle are the lack of knowledge among people about local governments, difficulty in providing services in the tribal society, tensions between tribal people, interventions from politicians and the lack of community participation.

Table 4.3　Summary of Results of the Mohmand District Survey

Organization	Information on the Organizational Structure	Main Services	Problems and Issues
1. District Commissioner (DC)	**Higher Authority** Administration and Establishment Department, Government of KP **Organization of the DC Office** Staff of Administration Department are assigned. The number of staff is unknown. **Sector Offices of District Administration** All sector offices are under the supervision of the line departments of KP Government. They also coordinate with DC. **District Development Advisory Committee (DDAC)** • Members include DC, members of the National and Provincial Assemblies, and representatives of sector offices. • DDAC approves the district's annual development plan (ADP) and makes proposals to the Planning and Development Department of KP Government. **Establishment of Dispute Resolution Committee for the Mines and Minerals** • DC is the chairman of the committee • Tribal elders resolve issues and DC endorses the resolution.	• Supervision and monitoring of Assistant Commissioners at tehsil levels • Coordination with administrative offices and public facilities within the district • Use of public funds for integrated development and effective service delivery • Supervision of and coordination for the implementation of policies, instructions and guidelines of the KP government • Supporting and facilitating the works of all administrative offices and public facilities • Convening meetings to maintain public orders and safety and safeguarding public and private properties in the district • Coordination with the Police Department and control of market prices	**Issues on Regional Development** • Infrastructure in rural areas • Education and health facilities • Water shortage, water supply facilities • Agricultural development (Lower Mohmand) • Rural roads, economic activities, and water (Upper Mohmand) • Traditional way of mining; death or injuries due to dangerous works (Upper Mohmand) • Incomplete data on vulnerable groups (poor people, women, disabled, etc.) • Outflow of young people to study and work outside NMDs • COVID-19 impact on economic activities and closures of public transport **Issues on Local Administration** • Lack of knowledge among residents about local elections and local government • Government buildings, restrooms, equipment, vehicles, etc. • Government officers' residence • Strengthening the capacity of government officers
2. Local Government, Elections and Rural Development Department	**Higher Authority** Local Government, Elections and Rural Development Department, Government of KP **Organizational Structure: Total of 82 people** • Assistant Director • Progress Officer • Assistant Engineer /Sub-divisional Officer • Sub-Engineer/ Assistant Sub-divisional officer • Assistant Accountant • Senior Clerk * Recruitment of 65 secretaries of village and neighborhood councils are in progress.	• Identification of problems and priorities • Implementation of micro programs • Civic education and promotion of gender equality • Community development • Youth and recreational activities • Birth, death and marriage registrations	**Issues on Regional Development** • Rural development • Public service deliveries • Water problem • Sanitation facilities (toilets) • Cleaning and waste management • Street pavement and connecting roads • Youth employment • Impact of COVID-19 on economic activities and delays in public works **Issues on Local Administration** • No tehsil offices are established. All operations are carried out by the district offices.

Organization	Information on the Organizational Structure	Main Services	Problems and Issues
			• Lack of outreach activities and project monitoring (lack of funds, staff and vehicles, poor road conditions) • Delays in the implementation of development projects • Lack of office buildings • Lack of accommodation for officers • Lack of funds to develop administration offices (only AIP funds are available) • Training of newly hired staff (registration of births and deaths and other works of secretaries of village and neighborhood councils) • Lack of knowledge among residents about local elections and local governments • Understanding of the new local government system among residents (introduction of a local government system cannot be successful without the participation and support of the elders)
3. Planning and Development Department	**Higher Authority** • Planning and Development Department, Government of KP **Organizational Structure: Total of 43 members** • District Planning Officer • Assistant Planning Officer • Assistant Engineer (5) • Senior Clerk • Junior Clerk • Accountant	• Appraisal of projects and planning at the district level • Monitoring of project implementation • Providing technical support on planning and budgeting to district level line departments • Coordination with DC *AIP is the only funding source for the projects	**Issues on Regional Development** • Basic services have been improved considerably due to the implementation of AIP projects. However, many areas still do not have access to the services. • Insufficient education, health, and water services • Lack of business and livelihood improvement opportunities and employment • Education and health services for women, economic activities of women • Youth unemployment and poverty (engaged in day labor and other labor works) • Loss of employment due to COVID-19; impact of COVID-19 on local government operations **Issues on Local Administration** • Tehsil offices are not established. All administrative operations are carried out by the district offices. • Lack of funds to set up fully functional administration offices • Insufficient funds for the delivery of services • Lack of human resources and capacity • Lack of office buildings • Lack of accommodation for administrative officers • Inadequate access roads to rural areas

Organization	Information on the Organizational Structure	Main Services	Problems and Issues
4. Communication and Works Department	**Higher Authority** Communication and Works Department, Government of KP **Organizational Structure (Number of staff is not confirmed):** • Executive Engineer • Sub-divisional Officer (SDO) • Sub Engineer • Sub-divisional Account Officer (SDA) • Head Draftsman • Junior Draftsman • Steno-typist • Head Clerk • Support Staff	• Construction of roads and public buildings (offices, residential buildings for officers, etc.) • Planning and designing of roads and securing provincial or federal funds for the works • Implementation of construction works • Preparation of architectural plans/ drawing of buildings • Maintenance of roads and buildings • Asset management * Construction of office buildings and widening and pavement of roads are in progress under AIP and ADP. Rehabilitation or reconstruction of schools and other public facilities are also in progress.	**Issues on Regional Development** • Inadequate access roads to rural areas • Lack of water supply, health and school facilities and roads in rural areas • Lack of opportunities to improve livelihood **Issues on Local Administration** • Funds do not arrive in a timely manner. Funds are insufficient. • Lack of staff and lack of staff capacity • Unavailability of materials • Conflicts between tribes • Arterial roads and access roads to remote areas • Delay in completion of projects due to COVID-19, delay in payments to contractors, shortage of workers, lack of materials such as cement and steel, increased costs due to the aforementioned reasons • Shortage of office buildings • Lack of offices at the tehsil and village levels • Lack of accommodation for administrative officers
5. Elementary and Secondary Education Department	**Higher Authority** • Elementary and Secondary Education Department, Government of KP **Organizational Structure (Number of staff is not confirmed):** • District Education Officer (DEO) • Deputy District Education Officer (DDEO) • Assistant District Education Officer (ADEO) • Assistant Subdivision Education Officer (ASEO) (There are eight tehsils in the district. The education sector have three sub-divisions in the district, combining some tehsils; those are Upper Mohmand, Bazai and Lower Mohmand) • Teachers • Administrative Staff of the District Office • Support Staff of the District Office and Schools	• Implementation of orders, directions and plans of the provincial secretariat and the directorate • Financial management • Personnel management • School monitoring and supervision (there are 612 schools with 64,275 students, including boys and girls) • Preparation of district-level developmental budgets • Formulation of development plans • Supervision of the fund utilization of PTC (Parent-Teachers Council) * Of the 612 schools in the district, 27 are non-functional due to zero enrollments since the people were internally displaced and did not come back to their native villages. * Funds are allocated to PTC to renovate schools. * To increase enrollment in the schools, food packages and cash are given to enrolled	**Issues on Regional Development** • It is difficult to deliver education services due to the dispersed population. The majority of the population lives far from schools. • Basic facilities such as drinking water facility, toilets, playgrounds, and boundary walls are not available in schools. • There is a lack of understanding in some areas about providing girls with at a higher-level education after they have completed their elementary education. • Link roads are not available. This prevents children, particularly girls, from enrolling in schools. • Poverty also prevents children from enrolling in schools. Livelihood improvement is necessary. • Skills of mineworkers should be improved. • Due to COVID-19, schools have only been open for two to three months during the past 18 months. There is no online education system. • Schools are insufficient in rural areas **Issues on Local Administration** • Tehsil offices are not established. The DEO of the district office supervises all schools in the district. • Teacher recruitment process is very slow. As a result, teacher positions are vacant, which has an impact on students.

Organization	Information on the Organizational Structure	Main Services	Problems and Issues
		children (especially to girls). Books are free.	• Some teachers have very low capacity. • If a teacher leaves for training courses, there is no alternative arrangement to continue her/his classes. • The schools are scattered over a wide area, which makes it difficult to monitor schools. • Accommodation for administrative officers is not sufficient. • Projects reflecting the needs of community and the local context should be implemented. Communities should be involved in project implementation and monitoring.
6. Health Department	**Higher Authority** • Health Department, Government of KP **Organizational Structure (Number of staff is not confirmed):** • Medical Superintendent (MS): District Headquarter Hospital • District Health Officer (DHO) • Medical Officers • Technicians • Leady Health Visitors • Leady Health Workers • Dispensers • Immunization Staff • Support Staff MS is under the direct control of DG of Health Department at the provincial level.	• Implementation of orders and directives of the provincial health secretariat and directorate • Financial management • Delivery of basic health services (primary and secondary health services) to communities in the district • Immunization and awareness campaigns • Supervision and monitoring of health personnel • District-level planning and budgeting In the district, there are district headquarter hospital (1), tehsil headquarter hospitals (2, one is under construction), civil hospital (1), rural health centers (3), basic health units (24), community health centers (36) and community dispensaries (19). The total number of facilities is 85. The AIP and ADP budgets are used for the construction and rehabilitation of health facilities.	**Issues on Regional Development** • Health problems due to poverty • Scarcity of safe drinking water • Lack of awareness of preventive and safety measures among residents (not allowing children to be vaccinated against polio). • Lack of basic facilities and equipment in health facilities. Lack of electricity and water supply in most of health facilities. • The spread of COVID-19 had a negative impact on the poor. • There have been reports of COVID-19-related deaths. As the health facilities in the district lack COVID-19 testing capabilities, suspected patients' samples are sent to Peshawar for testing. **Issues on Local Administration** • It is difficult to deliver health services to a dispersed population. • Health personnel are insufficient in comparison to the size of the district. • A total of 73 posts of doctors and other technical staff are vacant. The recruitment has been outlawed by the provincial government. During polio vaccination campaigns, there is no health staff in health facilities. • Staff accommodation is insufficient. • It is difficult to access remote health facilities and villages due to poor public transport and road conditions. • There are not enough office buildings.
7. Agriculture Department	**Higher Authority** • Agriculture Department, Government of KP **Organizational Structure (Number of staff is not confirmed):** • District Director Agriculture • Agriculture Officer • Agriculture Inspector	• Support and promotion of agricultural activities • Provision of technical support and advices to farmers • Provision of agricultural inputs (seeds, fertilizers, machinery) on subsidiary rate • Pesticide spraying • Implementation of agricultural programs and	**Issues on Regional Development** • There is water shortage in most part of the district. In four tehsils other than the Lower Mohmand, water is scarce and people rely solely on rainfed agriculture. Due to the high cost of digging wells, the majority of farmers do not have sufficient water for their lands. • Poverty • Conventional farming methods

Organization	Information on the Organizational Structure	Main Services	Problems and Issues
	• Field Assistants • Support Staff	projects • District-level planning and budgeting • Soil conservation and research (establishment of a section-in-charge is ongoing) * There are veterinary hospitals, dispensaries, and facilitation centers for livestock and agriculture in the district. The number of facilities is unknown. * Lower Mohmand Sub-division, which consists of four tehsils, has a high agricultural potential. Wheat and vegetables are the major crops. Off-season tomatoes are popular in the country. * People raise sheep, goats, and cattle primarily for self-consumption. In areas with little rainfall, it is difficult to raise cattle due to shortage of water and fodder. * Several projects are ongoing under the AIP and ADP, including the Integrated Agriculture Programs and the Agricultural Development Through Modern Practices and Capacity Building.	• Access to markets • Lack of agro-processing systems • Due to COVID-19 lockdowns, inputs did not reach to farmers on time. • There were locust attacks, but they were controlled by the department immediately. <u>Issues on Local Administration</u> • Due to poor road conditions, it is not possible to reach the villages and farmlands that exist over a wide area. There is no public transportation available. • The population is scattered. • There are not enough experts to train farmers. • Staff from outside the district face problems regarding accommodation, transport and communication.

8. Social Welfare Department	<u>**Higher Authority**</u>
	• Social Welfare Department, Government of KP
	
	<u>Organizational Structure:</u>
	☐ Thirty-six (36) people at the district office (14 core staff)
	• Social Welfare Officer (4)
	  ➢ District Social Welfare Officer (1)
	  ➢ Social Welfare Officer (3)
	• Supporting Staff (Senior Clerk) (14)
	• Lower Division Clerk (9)
	• Drivers (2)
	• Office boys (5)
	
	☐ Five (5) Vocational Centers (21 staff)
	• Social Organizers (two in each female center)
	• Beautician Course Instructor (one in each female
		• Support for vulnerable people at vocational training centers
		• Registration of disabled persons
		
		* The number of registered disabled persons in the district is 2,700.
		
		* The registration of vulnerable groups is conducted by Zakat, an organization attached to the Social Welfare Department of KP Government.
		
		* Women's vocational centers (4), male vocational centers (1)
		
		* Of the four women's vocational training centers, three were established by AIP. The other two vocational training centers were
			<u>Issues on Regional Development</u>
			• There is a large number of impoverished people.
			• There are victims of bomb blast in mines.
			• Women have fewer educational and economic opportunities than men.
			
			<u>Issues on Local Administration</u>
			• No office was established at the tehsil level. The Social Welfare Department has vocational training centers at each tehsil.
			• The district department cannot conduct outreach activities due to a capacity issue. It is difficult to collect data, conduct community assessments, and identify problems in the community.
			• The district department follows the instructions of the provincial directorate. The district department has never initiated any project.
			• Due to a lack of human resources, services are very limited.

Organization	Information on the Organizational Structure	Main Services	Problems and Issues
	center) • Tailoring and Stitching Instructors (one in each female center) • Midwife (one in each female center) • Male Tailoring Course Instructor (one in male center)	established by ADP in 2007. * The total number of students is 150. The number of students per course is 25. The duration of a course is 6 months. * Construction of a school for the blind was approved in the 2021 AIP. The project is under preparation. * It is planned to establish three centers for three sub-divisions of Social Welfare Department in the district.	• Education for disabled people is not provided in the district. • Due to lack of funds and human resources, there is no special project to support vulnerable groups such as orphans, women and the elderly. • The district department does not have its own office building. A temporary office is established in the hospital building. The office does not have enough furniture and computers. • The office lacks vehicles to monitor vocational training centers and visit the community. The road conditions are not good. • The office is experiencing power outages, as well as disrupted telephone and internet services. • There is no accommodation for staff from outside the district. • Due to COVID-19, vocational training centers had been closed and courses were delayed.
9. Population Welfare Department	**Higher Authority** • Population Welfare Department, Government of KP **Organizational Structure: Organization** ☐ District Office: Total of four (4) people • District Population Welfare Officer • Deputy Population Welfare Officer • Account Assistant • Senior Typist ☐ Family Welfare Centers: (32 people in total) • Family Welfare Workers (one female and one male in each Family Welfare Center) • Assistants (one female and one male in each Family Welfare Center) ☐ Reproductive Health Center at district headquarter hospital: (3 people in total) • Women Medical Officer (WMO) (1) • Female Family Welfare Worker (1) • Operation Theatre Technician (1)	• Provision of maternal and child health care and family planning methods and products • Provision of free medicines and health advice • Raising community awareness on family planning * Services are provided through eight Family Welfare Centers and one Reproductive Health Center at the district hospital. * Four more Family Welfare Centers are to be established by AIP. * The family planning workers visit the field to guide and educate the community about the different family planning methods and products. They also distribute family planning products and brochures. * The district office also organizes free medical health camps to provide free medicines and general treatment and to educate the people about family planning. * A Women Medical Officer (WMO) along with the operation theater technician and traditional birth attendants, treat female patients through provision of general health services and	**Issues on Regional Development** • The family consists of five to six members. The majority of people are conservative and are opposed to family planning methods. • Education and literacy are the foremost challenges that hamper the smooth operation of family planning in the district. • Security is also one of the main problems. **Issues on Local Administration** • No office was established at the tehsil level. Family Welfare Centers are located at the tehsil level. More Family Welfare Centers are needed to reach the far-flung areas of the district. • Funds, human resources and supply chains of contraceptive products are insufficient. As a result, service coverage reaches only 40% of the population. • Due to poor road conditions in rural areas, it difficult to provide services to the entire district. • Due to COVID-19, there is a significant decrease in staff attendance, and outreach activities and community meetings were not carried out as planned. • Family planning promotion and education activities are extremely sensitive and difficult issues to tackle in NMDs, where traditional ideas are deeply ingrained. • There is no electricity, internet and other communication systems. There are no good computers and other equipment at the office.

Organization	Information on the Organizational Structure	Main Services	Problems and Issues
10. Assistant Commissioner **Lower Mohmand Sub-Division (Four Tehsils)**	**Higher Authority** • District Commissioner • Administration and Establishment Department **Organizational Structure** • Assistant Commissioner • Tehsildar (One for each tehsil)	access to family planning methods. • Supervision of four tehsils in the Lower Mohmand Subdivision • Playing judicial magistrate roles in special occasions, such as elections. • Coordination with police stations * There are eight tehsils in the Mohmand District. The district is divided into three sub-divisions. There are four tehsils in the Lower Mohmand Sub-division (Pandyali, Amber, Pam Ghar and Yakaghund). * Various projects in agriculture, road, and other sectors are being implemented by AIP and ADP. * The government supports the young people in terms of skills enhancement, creation of job opportunities, and provision of scholarships.	**Issues on Regional Development** • Raising men's awareness of women's issues • Low awareness of people's rights and duties • Unemployment among poor and low-income groups (business in shops, markets, transport sector, etc.) due to COVID-19 • Low awareness of the potential of mineral resources and their proper utilization. • Improving the knowledge of labors working in marble factories and mines with conventional and unsafe techniques • Dissemination of modern agriculture techniques to farmers in consideration of the agricultural potential in the Lower Mohmand. **Issues on Local Administration** • Funds and human resources are insufficient. • Population is dispersed. It is not easy to access to remote and far-flung areas. • There is no proper planning. There is no proper mechanism to identify peoples' needs. • Participation of people in development projects is very limited. • There is a need for equitable service provision for all residents. • There is no local government and service provider at present • Capacity of the existing staff is very low. • There is a lack of accommodation for staff in remote areas.

Source: JICA Study Team

Table 4.4 Summary of Results of the Khyber District Survey

Organization	Information on the Organizational Structure	Main Services	Problems and Issues
1. Deputy Commissioner (DC)	**Higher authority** Administration and Establishment Department, Government of KP **Organization of the DC Office** (The number of staff is not cofirmed.) • Deputy Commissioners (DC) :Responsible for the overall administration of the district • Additional Deputy Commissioners (ADCs): Responsible for finance, planning, human resources, legal issues and general administration to support DC **District Development Committee (DDC)** • Headed by the DC • Members of the committee consist of department heads Assistant Commissioners: Resposible for the administration at the subdivision level (groups of tehsils) Tehsildars : Resposible for the administration at the tehsil level	• Supervision of the utilization of developmental budgets • Reporting to Provincial Administration Department • Coordination with all departments within the district • Provision of funds for the development projects of departments * Projects under Annual Development Plan (ADP) and AIP are ongoing.	**Issues on regional development** • Many people were affected by the militancy. There are widows, the elderly, child-headed households and disabled persons. • Unemployment of young people and access to opportunities such as higher education and skills training • Difficulty in implementing development activities following the traditional norms and values of tribal communities • Difficulty in service deliveries, implementation of rural development activities, monitoring of the activities and quality assurance on a regular basis due to the difficult access to remote areas • Impacts of COVID-19 on businessmen and wage workers • Impact on informal economic activities due to the strict border management **Issues on local administration** • Responding to people's high expectations on the new setup and systems after the merger • Insufficient number of staff to meet people's needs • Low capacity of junior personnel; there is no regular training or capacity building opportunities • Lack of office buildings • Identification of needs in collaboration with relevant departments and local people • Lack of funds for development • Establishment of strong project management units • Lack of community-based monitoring
2. Local Government, Elections and Rural Development Department	**Higher authority** • Local Government, Elections and Rural Development Department, Government of KP **Organizational structure: Total 15 people** • Assistant Director (overall-in-charge) • Supervisors • Assistant Engineer (technical) • Sub Engineers (technical) • Accountant Assistant (non-technical) • Clerk (non-technical) • Stenographer (non-technical)	• Small-scale community development such as the construction of public toilets, bus stands, etc. • Coordination with departments on community development projects. • Monitoring of all the community development works • Supervision of fruit markets and animal markets • Registration of birth and death certificates through union council's secretaries • After the completion of construction projects, the tehsil municipal administration will be in charge of operation and maintenance.	**Issues on regional development** • Rural development and rural infrastructure • Youth unemployment • Education and livelihood opportunities for youths • Decrease of economic activities and delay of works of the department due to COVID-19 **Issues on local administration** • Public services are not delivered properly. Tehsil offices are not established; therefore, most of the works is supervised and run by the district office. • People are living in tribal tradition and do not like changes coming from the outside.

	Organization	Information on the Organizational Structure	Main Services	Problems and Issues
		• Supervisors (tehsil, non-technical)		• District offices are not set up, basic facilities are not available and security is not good. • There is no proper accounting and financial system. There is no training facility available for the staff. • Capacity and skills of engineers on PC-1 preparation, cost estimation and formulation of projects • Lack of communication and IT skills • Death and birth certificate registration process and data • Development of database
3.	Planning and Development Departments	**Higher authority** • Planning and Development Department, Government of KP **Organizational structure: Total 34people** • District Planning Officer • Assistant Planning Officer • Sub-Engineers • Clerk • Accountant • Support Staff	• Provision of technical support to district line departments in planning and budgeting • Monitoring of all district-level development projects, AIP activities, Member of National Assembly (MNA), and projects funded by members of National and Provincial Assembly (MNA and MPA) • Appraisals of development plans at the district level	**Issues on regional development** • Basic service delivery is unstable and poor, especially in remote areas • Connectivity and access in remote areas • Scarcity of resources • Scattered population • Community unawareness regarding their rights and duties • Impacts of COVID-19, especially on the poor and low-income people and delay in the completion of development projects **Issues on local administration** • Accommodation and office space for staff working in remote areas • Road access and transportation in far-flung areas • Access to the internet • Lack of human resources and capacity • Capacity of the existing junior personnel • No regular capacity-building program at the department level • Scarcity of funds
4.	Communication and Works Department	**Higher authority** • Communication and Works Department, Government of KP **Organizational structure: Total 50people** • Chief Executive Engineer • Sub Divisional Officers (SDOs) (4) • Sub-Engineers (12) • Senior and Junior Draftsman • Accountant • Clerk • Support Staff	• Construction of roads, bridges and public buildings • Maintenance of infrastructure and facilities *The Chief Executive Engineer is the head of the department at the district level, who reports to the provincial secretariat of the department and coordinates with district-level line departments.	**Issues on regional development** • Availability of basic health and education facilities in remote areas • Link roads, small bridges and water supply for the remote villages • Shortage of roads, schools, hospitals, water supply, electricity, etc. in the district • Delay of developmental activities due to COVID -19 **Issues on local administration** • Basic infrastructure and public buildings exist at sub-divisional or tehsil levels, but not enough. Some department personnel are working from Peshawar.

Organization	Information on the Organizational Structure	Main Services	Problems and Issues
			• Land dispute is a big challenge for the implementation of infrastructure projects • Funding and the number of staff are insufficient • Procedure of procurement and tendering takes a very long time • There is no proper training system for staff. Time and funds are the big challenges in capacity building • Proper facilities such as transports and vehicles are not available; therefore, it is difficult to visit project sites for supervision.
5. Elementary and Secondary Education Department	**Higher authority** • Elementary and Secondary Education Department, Government of KP **Organizational structure: 16 senior officers** (Total number of staff was not confirmed.) • District Education Officer (DEO) • Deputy District Education Officer (DDEO) • Assistant District Education Officer (ADEO) • Assistant Sub-Divisional Education Officer (ASDEO) • Teachers • Administration Staff (Superintendent, Accountant, Clerk) • Support Staff (drivers, peons, watchmen, cook, etc.) * Among 16 senior officers, four ASDEO are women.	• Implementation of the visions, startegies and plans of the provincial government and secretariat of the department. • Visions, strategies and plans are formed by the provincial secretariat of the department. The District Education Department implements the plans. * Thirty-three schools are non-functional in the district due to lack of enrollees. Some of displaced people did not come back to their native villages. * The government provides books free of charge and, in girl schools, food packages and cash are also given to pupils to increase enrollments and improve literacy.	**Issues on regional development** • It is not possible to establish a school in each terrain due to the dispersed population. Access is a major issue for children, especially for girls. • The number of classrooms are not enough to meet the needs of the students. (Elementary schools run six classes in two or three classrooms.) • Number of teachers is insufficient. • Poverty is the problem. People cannot afford education and engage children in child labor. • Both teachers and students struggle with access to schools in remote areas • Proper monitoring is not done in remote areas • Facilities are not available (water, electricity, washrooms, etc.) • A very small portion of the population discourage girls' education due to their conservative attitude and lack of awareness. • COVID-19 has a huge long-term impact on education. Over the last year and a half, schools opened only for a few days. Online teaching was not possible due to lack of internet access. **Issues on local administration** • Capacity of some teachers is low. • Training programs are not conducted on a regular basis.
6. Health Department	(Survey was not conducted due to the unavailalbity of department personnel.)		

Organization	Information on the Organizational Structure	Main Services	Problems and Issues
7. Agriculture Department (Agriculture Extension)	**Higher authority** • Agriculture Department, Government of KP **Organizational structure: 40 staff excluding the field worker and support staff** • District Director • Subject Matter Specialists • Agriculture Officers • Field Assistants • Inspectors • Field Workers • Support Staff * District Director reports to the Special Director Agriculture of NMD at directorate level. The District Director keeps close coordination with DC and other line departments in the district. * There is one female senior staff.	• Dissemination of advanced and authentic knowledge of agriculture to farmers for getting better yields and ensuring food security • Provision of support and training of farmers • Free consultation and coordination with farmers • Implementation of policies and strategies formulated at the provincial level * District Khyber is divided into four subdivisions. There are offices of the agriculture department in all subdivisions. There are also farm centers in all subdivisions where staff members provide support to the farmers. * Soil conservation, agriculture engineering, and water management are separate sections from the agriculture extension section, attached to the provincial Agriculture Department. * There is a livestock section each district, separate from the agriculture extension section. * Both AIP and ADP have funds for agricultural activities. * The Khyber District, particularly the Bara subdivision and the Shelman area in Landikotal Subdivision, are very fertile and have great agricultural potential. Bara has had an irrigation system since the colonial period. The major crops are wheat, maize and all types of vegetables. Apricot and apple orchards also exist.	**Issues on regional development** • Traditional farming methods • Low capacity of farmers to purchase inputs • Lack of awareness and modern knowledge among farmers • Lack of mechanization of agriculture • Lack of funding and availability of support programs. • Availability of quality inputs • Value chain and addition issues • Lack of funds to establish processing and preserving plants • Due to COVID-19, farmers did not get inputs on time • Locusts were a serious problem, but did not affect crops due to the timely response of the agriculture department **Issues on local administration** • There is no regular capacity building program for staff. • There is no farm centers in all areas owned by the department. • It is not easy to access to all areas in the district. • Services are not properly delivered because the human resources and materials are limited and the areas are scattered.
8. Social Welfare Department	**Higher authority** • Social Welfare Department, Government of KP **Organizational structure: Total 21 people** • District Social Welfare Officer (DSO) • Social Welfare Officers (Four staff: 2 male and 2 female) • Supporting Staff	• Support for vulnerable people (poor people, women, the elders and disabled persons) • Registration of disabled persons and database development • Rehabilitation support and special education for disabled persons • Providing support to the women from underprivileged groups • Registration of Civil Society Organizations	**Issues on regional development** • Poverty rate is high. • Most children are stunted due to lack of food and nutrition. • No special education system is available for special children. • Unemployment and difficulty in getting foods due to COVID-19 **Issues on local administration** • Insufficient resources for outreach activities: mechanisms for field activities is not available due to unavailability of

Organization	Information on the Organizational Structure	Main Services	Problems and Issues
		* There are three women facilitation centers in the district to provide technical and vocational courses for women. The number of students is 150. Two female social welfare officers supervise the centers and two female vocational trainers are working for the courses. * The department is planning to strengthen the existing women facilitation centers and develop multipurpose centers that could address all the women-related problems. * AIP approved a school for the hearing impaired. * A temporary supporting aid is available for people with disabilities under AIP.	vehicles and other transportation modes as well as issues regarding accessibility. • Due to cultural restrictions on sensitive subjects concerning women, women shelters have not been established. • Lack of capacity to run programs for women independently • Lack of funds • Insufficient facilities (office buildings, outdated computers, electricity, internet, accommodation, etc.) • Insufficient data and unavailability of database • Inadequate staff capacity, especially female social welfare officers and vocational trainers • Security issues • Impacts of COVID-19 on the work of the staff.
9. Population Welfare Department	**Higher authority** • Population Welfare Department, Government of KP **Organizational structure: Total 57 people** **District office** • District Population Welfare Officer • Deputy District Population Welfare Officer • Account Assistant • Senior Clerk • Typist **Family Welfare Centers: Total of 32 people in eight centers (four in each center)** • Family Welfare Workers (one female and one male in each center) • Family Welfare Assistants (one female and one male in each center) **Reproductive Health Center in the District Headquarter Hospital: Total of 10 people** • Women Medical Officer (WMO) (1) • Family Welfare Worker (1) • Operation Theatre Technician (1)	• Provision of guidance on different family planning methods and products free of charge • Awareness campaign and education on family planning • Provision of free medicines and general treatment and education of the people about family planning. • Establishment of Family Welfare Centers in villages * The services are provided through eight Family Welfare Centers and the Reproductive Health Center. * The family planning workers visit the field, guide and educate the community about the different family planning methods and products. They also distribute contraceptive products and brochures. * The department also organizes free medical health camps to provide free medicines and general treatment and to educate the people about family planning. * The women medical officer, the operation theatre assistant and traditional birth attendants treat females in general health services and provide guidance on family planning methods.	**Issues on regional development** • Low public acceptance and the resistance from the community • Lack of awareness about mother and child health • Geographic location and population density • Deaths of mothers during childbirth and pregnancy • Compromizing children's health due to lack of basic health facilities • Problems on disseminating the family planning information at the grassroots level **Issues on local administration** • Shortage of medicines and family planning products • Difficulty in visiting the field due to lack of transportation facilities. Low coverage of outreach activities. • Problems on contraceptive supply chain • Delay in community meetings and outreach activities due to COVID-19 • Problem on people's acceptance of family planning methods. • Lack of basic facilities such as electricity • No training programs available for staff to introduce new methods and techniques and to convince the tribal people about the importance of family planning.

Organization	Information on the Organizational Structure	Main Services	Problems and Issues
10. Assistant Commissioner (Tehsil Jamrud)	* There is one mobile health unit in the in the district headquarter hospital **Higher authority** • District Commissioner • Administration and Establishment Department **Organizational structure** • Assistant Commissioner: the administrative head of the tehsil • Tehsildar: a designated officer responsible for the supervision of revenues and the land system within the tehsil • Patwari: a revenue officer who maintains land records • Support staff, including senior clerks, stenographers, typists, etc.	• Control of the law and order situations • Management of administration • Control of revenue matters (land records) *The services are provided through eight Family Welfare Centers and the Reproductive Health Center. * The government introduced the Alternate Dispute Resolution to replace the Jirga system and formed a committee consisting of 56 members. However, those who were against it petitioned the court for a stay, and the process was halted. To resolve conflicts, the government frequently seeks assistance from the community elders and Malik. Projects implemented in the tehsil * After the border with Afghanistan was fenced, the Federal Government established a mechanism of international trades between the two countries to enable legal trades between them. Infrastructure, clearance of goods and passports and entry and exit system were developed. * Development projects implemented by the provincial government is ongoing, including the provision of schools, water supply facilities and basic health units, as well as the improvement of road connectivity among the rural areas. * USAID is providing support in road infrastructure development projects. * International Narcotic Control Board (INCB) is helping to curb the narcotics in the tehsil.	**Issues on regional development** • Poor road infrastructure of and connectivity • Non-availability of electricity, mobile service and internet • Law and order situations, tensions between tribes and land problems among tribal people. • Disparity between the rich and the poor among tribes. • Loss of the cross border trade, which is a main source of income, due to the closure of the border with Afghanistan. This has an effect on the poor people. • Limited livelihood opportunities • Situations of women, disabled persons and the poor • Situation of youth: Unemployment, limited livelihood opportunities, lack of quality education, lack of entertainment and sports activities and drug use • Closing down of business activities related to transportation, hotels, mining and minerals due to COVID-19. Big impact on the poor such as daily wage workers. • Land settlements **Issues on local administration** • Insufficient staff • Funding constraints • Lack of offices, equipment and furniture • Tensions occur between tribes

Source: JICA Study Team

CHAPTER 5   ASSISTANCE NEEDS OF THE NMDS

5.1   Local Administration

5.1.1   Capacity Development of Local Governments: Planning and Project Implementation by District and Tehsil governments

On December 19, 2021, local elections were held in 17 districts, including three districts in the NMDs. The elections in the remaining districts in the province are scheduled to be held in January 2022. It is necessary to monitor whether the remaining elections will be held in January and what procedures will be followed to ensure that the new local government system is properly set up after the elections are completed. The Rules of Business in accordance with the Local Government Act 2019 are currently being approved. A detailed division of roles between the provincial and local governments and between the different levels of local governments have not been clarified. The Local Government Act of 2019 is a major reform that shifts the majority of local administration responsibility from the district level to the tehsil level. The new local government system will take time to function as intended, since it is a huge change that will be implemented in all districts of Khyber Pakhtunkhwa province. The steps to be taken in order to properly set up the new system are unclear at the moment. Unlike in other districts in Khyber Pakhtunkhwa province, the local administration at the district level in the NMDs is still not fully structured, and there are few departments with offices at Tehsil levels. After the division of roles and Rules of Business of the local governments have been clarified, the need for support in local administration should be examined.

Looking at the division of roles between the provincial and local governments, for example, primary education is devolved to local governments under the current system, but all school construction projects are carried out by the provincial government. Only small-scale projects related to primary schools, such as toilets, boundary walls and hand-washing stations, are implemented by local governments. Similarly, the provincial government is responsible for basic infrastructure and facility development in other sectors, while local governments are in charge of small-scale infrastructure and facility development. It has not been confirmed whether this division of roles between provincial and local governments will continue in the future. However, since the primary responsibility of local administration has been shifted from the district level to the tehsil level, and the allocation of development budget to local governments has remained at 30%, it is likely that the role of local administration in the devolved sectors will be limited to small-scale infrastructure development and community development. Some developed sectors, including health and roads, have been removed from local governments, limiting their scope.

Given that the scope of local governments' responsibilities continue to be limited to small-scale infrastructure and community development, one of the important roles of the local governments is to implement projects that will directly improve people's lives and livelihoods by responding to their needs. To this end, local governments must properly understand people's needs, incorporate those needs in development planning, and implement projects with community participation. Since the provincial government is in charge of implementing major infrastructure projects, local governments also play an important role in communicating information about people's needs to the provincial government.

The pilot project revealed that one of the important issues in the NMDs is the maintenance of public facility after the completion of project implementation. . Many training participants mentioned that maintenance systems were not established; and as a result, facilities deteriorated within a short period after project completion. Considering the situation that local government officers cannot frequently access remote areas, community participation in the maintenance and management of small-scale infrastructure such as roads, toilets, and water supply facilities is essential. Local governments must learn not only how to implement projects, but also how to collaborate with the local community to ensure proper facility maintenance and management.

The main targets for capacity development are the local level offices of the Planning and Development Department and the Department of Local Administration, Elections and Rural Development. . However, since local governments' development plans are formulated with the participation of all sectors, the capacity of all local government sector offices should be strengthened. The Planning and Development Department and the Department of Local Government, Elections and Rural Development offices should play key roles in coordinating and cooperating among different offices within the local governments, as well as in supporting their capacity development in terms of planning and participatory project implementation.

It is important to strengthen not only the capacity local administrative officers, but also local elected representatives. Local elections are held and the local governments are established for the first time in NMDs, and people's expectations for local governments are very high. In the survey of NMDs, the following comments were raised by several district officers:

- There is intervention from politicians on the selection of development projects.
- The projects covered by the AIP do not meet people's needs. The projects should be changed according to the needs of the people.
- A proper planning process was not conducted. The district's development plan does not reflect the needs of people.
- There is no mechanism to identify people's needs.
- Residents are not participating in development projects.

Specific areas of capacity building may include planning and budgeting; project implementation, maintenance and management; monitoring and information management; community participation; collaboration with local residents and coexistence with traditional systems; and coordination with the provincial government.

5.1.2 Capacity Development of Local Governments: Planning and Project Implementation by Village and Neighborhood Councils

One of main roles of the village and neighborhood councils is to implement community development projects at the village and neighborhood levels. Their main projects are small-scale infrastructure such as small irrigation system and village roads. . Sewing, animal husbandry and literacy education are examples of livelihood improvement and women empowerment projects that could be implemented.

The training should cover village and neighborhood council members and secretaries. Possible topics include planning and budgeting; project implementation; community participation; working with traditional systems; and coordination with tehsil local governments.

5.1.3 Improvement of the Work Implementation Environment for Local Governments

In the NMDs, the basic facilities and equipment for local administration offices such as office buildings, computers, electricity, toilets, internet and cars are insufficient. When tehsil local governments are established following the local elections, it is expected that the establishment of new offices and construction of accommodation facilities for the officers will become an urgent priority.

5.2 Community Development and Livelihood Improvement

5.2.1 Community Development

In the NMDs, there is a high need for community development projects such as village roads; water supply facility; sanitation facility; community-level agriculture and livestock activities; landslide control; recreational activities; and others. In Khyber Pakhtunkhwa province, the development budget is allocated to the village and neighborhood council levels. Therefore, the village and neighborhood council will be responsible for community development projects as soon as they are established.

What is crucial for community development is to involve socially vulnerable groups, such as women, youth, and the disabled, who are frequently left behind in conventional development process, and how to provide support to meet their needs. In NMDs, development projects were usually implemented with village elders and notables such as Jirga members as entry points for

the implementation of development projects, but this approach runs the risk of only implementing projects demanded by village elders and notables and benefiting only those who are related to them. It is important to respect the tribal leaders and the traditional system when implementing development projects, however the effort should be made to identify the needs of the vulnerable people and incorporate their needs in the development process, while gaining the understanding of the elders and notables.

There is a need to strengthen the capacity of relevant officers and elected representatives on the concept of participatory and inclusive community development, planning methods, and issues that need special consideration in each area in the NMDs. At the tehsil level, the target will be the administrative officers of the Department of Local Administration, Elections and Rural Development, Planning and Development Department and the relevant sectoral offices. In addition, the capacity of village and neighborhood council members and secretaries, who actually formulate development plans and implement projects, must be strengthened.

5.2.2 Livelihood Improvement

Livelihood improvement is an important issue in the development of the NMDs. Agriculture and livestock production are the main sources of income in the rural areas of the NMDs, and livelihood improvement potentials include livestock, fruit trees, and vegetables. The foundations of these productive activities, which have been destroyed by the past conflicts, must be rehabilitated. Traditional farming methods result in low productivity.

Within the NMDs, there are few employment opportunities for young people, and unemployment and poverty are problems among them. There is a large number of migrant workers within Pakistan and to the Gulf countries. Women's participation in economic activities is very limited due to women's education and literacy issues and traditional values.

The support needs of the livelihood improvement include the following.

- Strengthening the capacity of the Agriculture Departments and research facilities in the NMDs
- Support to farmers on vegetable and fruit growing techniques, packaging, storage, etc.
- Technical training and education for young people
- Job placement services and matching
- Entrepreneurial support and SME business support (considering methods using DX)
- Literacy and vocational training for women

Khyber Pakhtunkhwa Province has high tourism potential, and in the future, it is expected to contribute to the improvement of local livelihoods through tourism services such as rural life experience tours, accommodation services including homestays and souvenir sales.

5.3   Other Sector Needs

In areas other than local administration and community development and livelihood improvement, the following support needs were identified:

- Construction of access roads between rural villages
- Construction of educational facilities for secondary education and above (especially for girls)
- Literacy education (especially for girls)
- Quality improvement and monitoring of primary education
- Extension of agriculture using modern technology and support for farmers on fruit and vegetable growing techniques, packaging, storage, etc.
- Construction of local water supply facilities
- Construction of sanitary facilities
- Construction of buildings and provision of equipment for local governments
- Nutritional enhancement (education on nutrition for women, reviewing their dietary habits, growing vegetables, etc.)

5.4   Impacts of COVID-19 and Desert Locusts and Support Needs

5.4.1   COVID-19

The information obtained from the interview survey on the impact of COVID-19 is presented in the table below. COVID-19 has a significant impact on various sectors in Khyber Pakhtunkhwa province including the NMDs. The economic impact on day laborers and small business operators was particularly severe. Primary schools have been closed for extended periods, resulting in class delays. There were also significant impacts on the implementation of public services, including delays in public works and the suspension of outreach activities.

For those who have lost their jobs or businesses, the most important support needs are the creation of employment opportunities and financial support such as microfinance to rebuild businesses.

Table 5.1   Examples of Impacts Caused by COVID-19 in Khyber Pakhtunkhwa Province

Sector	
SME	It was a traumatic experience for small businesses, workers, and day laborers. They lost their source of income and faced hardships, such as lack of work during the town lockdown and the inability to buy daily food and butter for their children and families. Those in poor areas were considerably affected due to lack of opportunities to earn a living.
Health	Medical institutions in Mohmand District within the NMDs do not have testing facilities for COVID-19, so they collect samples from patients and send them to Peshawar for testing.
Education	Schools are closed, and students are not making progress in their studies. There is a lack of equipment to conduct online classes. In rural areas, problems include both communication and electricity. For example, Mohmand District was unable to implement an online class system, so classes were suspended.
Construction work	Several projects have been halted, and government officers have been infected with the virus. Project completion was delayed, payments to contractors were delayed, and workers could not be secured. During the lockdown, materials (cement, steel, etc.) did not reach the site. Project costs increased, and construction was delayed.
Government Agency Management	The work environment was significantly impacted, resulting in increased employee absenteeism and reduced attendance, causing work to be delayed. Community meetings and outreach activities were suspended, and public service delivery was delayed, resulting in most goals not being met.
Agricultural activities	Products were not delivered to markets on time, resulting in damaged fruits and vegetables. Due to the lockdown, farmers were also unable to receive their supplies.

5.4.2   Impacts Caused by the Desert Locusts

Last year, desert locusts damaged crops and orchards in some areas.   The provincial government's Department of Agriculture responded quickly and saved as many crops and other products as possible. Since it is considered that the government dealt with the problems of desert locusts properly, particular support needs were not identified during the survey.

CHAPTER 6   PILOT PROJECT

6.1   Overview of the Pilot Project

6.1.1   Background of the Pilot Project Implementation

In this Study, interviews were conducted with related government agencies of the Government of Khyber Pakhtunkhwa, donor agencies, NGOs, and district administration offices inside and outside the NMDs from March to June 2021. The survey revealed that the district administration offices of the NMDs face various challenges in conducting the development planning, project implementation, and public service provision. These challenges include inadequate buildings and facilities for government offices; shortage of administrative officers; insufficient capacity of administrative officers; inadequate development planning due to limited or biased information pertaining to the needs of the people; and lack of public participation.

When local elections are held in the future, local governments will be formed for the first time in the NMDs. Instead of district administration, which currently play a central role in local administration in NMDs, new Tehsil Local Governments as well as Village and Neighborhood Councils will be established and will be required to function. Since the NMDs were merged into Khyber Pakhtunkhwa Province, residents' expectations for administrative services have been high. It was confirmed that it is important for the stability and development of the region to establish a system for the implementation of local administrative services in the NMDs. This will be done to improve services and to provide administrative services with the participation of local residents while coexisting with the traditional mechanisms and social structure of the region. It was also confirmed that strengthening the capacity of local government officers is a major challenge concerning this issue.

In response to the above issues, training for local government officers was conducted as a pilot project within this Study in order to learn lessons about the implementation system and methods for future cooperation.

6.1.2   Objectives of the Pilot Project

The objectives of the Pilot Project were the following:

- To learn lessons about effective methods and implementation systems of training in the event that the Japanese team cannot enter the target area;
- To identify the appropriate counterpart to implement training programs for local governments in Khyber Pakhtunkhwa Province in preparation for JICA's future cooperation; and

- To identify the relevant stakeholders to cooperate on capacity building of local administration officers of Khyber Pakhtunkhwa Province for possible future cooperation with JICA.

In addition, since the Pilot Project will bring together local administrative officers from all districts in the NMDs, it will be viewed as an opportunity to collect information directly from local administrative officers. In this regard, the following objectives were also set:

- To obtain information on the current socio-economic conditions and public service delivery in the NMDs; and
- To gain understanding of the capacities, issues, and the needs for capacity development of local administrative officers in the NMDs.

6.1.3 Overview of the Pilot Project

The following two trainings were conducted as part of the Pilot Project:

- First training: Training Workshop on Development Planning and Project Implementation for Local Governments
- Second training: Refresher Training of Village Council and Neighborhood Council Secretaries

In the first training, participants learned about local government systems and the process of development planning and project implementation. The training provided an opportunity to examine how local government operations could be strengthened. It also allowed the JICA Study Team to learn about the situation in each district of the NMDs. This training primarily aimed at officials from the district administration offices of the seven districts within the NMDs. It also included a small number of tehsil-level administrators. In accordance with the Local Government Amendment Act 2019, two levels of local government – the tehsil local governments and village and the neighborhood councils – will be established under the new system, and we had planned to target administrative officers at the Tehsil levels and below. Presently, however, there is limited deployment of administrative officers at the Tehsil level and below, so the main target group was the district administrative officials.

In the second training, a refresher course was conducted for the village council and neighborhood council secretaries from districts outside the NMDs to improve their capacity and to learn about the challenges that village and neighborhood councils may face in future NMDs, as well as the need for and ways to strengthen their capacity. Considering the implementation system of local administration in the future, the role of village and neighborhood councils closest to the residents is important, but currently there are no village and neighborhood councils in the NMDs. On the other hand, secretaries of village and neighborhood councils are deployed in the

districts outside the NMDs, and they have experience in working on the formulation of development plans and implementation of projects for village and neighborhood councils. Therefore, the secretaries of village and neighborhood councils in the districts outside of the NMDs was the target group for this training.

6.1.4   Implementation Organization of the Pilot Project

The training was conducted in collaboration with the JICA Study Team and the Local Governance School (LGS), a subordinate organization of the Local Government, Elections and Rural Development in the Government of Khyber Pakhtunkhwa. LGS is responsible for providing training for the local government officers and elected representatives. In consideration of the future assistance in capacity development of local governments in NMDs, LGS is the organization that conducts training. Therefore, the JICA Study Team collaborated with LGS in the training implementation, in order to learn lessons on the implementation system and the methods of training.

Under the supervision and direction of the JICA Study Team, local consultants hired by the Study Team collaborated with LGS staff and registered experts to prepare for the training and coordinated with related organizations. The JICA Study Team participated in all training programs online from Japan.

As the agencies relevant to capacity building of local administrators, the Local Government, Elections and Rural Development, Local Council Board (LCB), and Planning and Development Department of the Government of Khyber Pakhtunkhwa were provided information and were invited to the training programs.

6.1.5   Implementation Systems of Online Training

The JICA Study Team hired local personnel and established the following team structure to conduct the training and for online training participation from Japan.

- Facilitators who also functions as trainers: two persons
- IT management (computer, cell phone, audio and video management with speakers, Zoom connection, photo taking, etc.): one person
- Interpreter (Pashtun, Urdu, English): one person
- Administration (list of attendees, meals, handouts, other miscellaneous tasks): one person

During the training, members of the JICA Study Team from Japan communicated with the local team via WhatsApp in addition to Zoom and provided instructions regarding video and audio problems as well as the progress of the training. The local team, on the other hand, monitored the participants' reactions and situations and decided to proceed and improve the training as

needed. To avoid interfering with the progress of the training, local decisions were prioritized, and intervention from Japan was kept to a minimum.

6.2 Training Workshop on Development Planning and Project Implementation by Local Governments

6.2.1 Objectives of the Training

The objectives of the training were as follows:

- To learn about local government systems, procedures for the preparation of local government's development plans, and the roles of different actors in development planning and project implementation in accordance with the Local Government Act 2019.
- To exchange ideas on challenges in development planning and project implementation by local governments, as well as measures to tackle the challenges based on the experiences in NMDs and settled districts.
- To have clear ideas on the roles of local governments and the approaches to be applied in their work by learning about various cases of local governments' development planning and project implementation in other conflict-affected countries (e.g., needs identification and planning, public involvement, collaboration with the community, and inclusive development).

6.2.2 Target

In consideration of the current COVID-19 situation in Khyber Pakhtunkhwa Province, the maximum number of participants in each training session was limited to 30. The seven NMDs districts were divided into two groups consisting of three or four districts, and training was provided to each group.

In addition, administrative officers from a district outside the NMDs (Kohat district) with experience in local administration were included so that their experiences and challenges in a district outside the NMDs could be shared.

The targets were grouped as follows:

- First group
  - ➢ NMDs: Bajaur, Mohmand, and Khyber districts
  - ➢ Outside of the NMDs: Kohat district

- Second group
  - ➢ NMDs: Kurram, North Waziristan, South Waziristan, and Orakzai districts
  - ➢ Outside of the NMDs: Kohat district

In addition, relevant agencies of the Government of Khyber Pakhtunkhwa were included as participants.

The targets were as follows:

<u>Districts in the NMDs</u>

- District administration officers
  - ➢ Planning and Development department (1)
  - ➢ Local Government, Elections and Rural Development department (1)
  - ➢ Other sector departments (2) (Agriculture and Primary Education departments)
  - ➢ Tehsil municipal officers (1)

<u>District outside of the NMDs</u>

- District administration officers
  - ➢ Planning and Development department (1)
  - ➢ Local government, Elections and Rural Development department (1)
  - ➢ Other sector departments (2) (Agriculture and Primary Education departments)
  - ➢ Tehsil municipal officers (1)

<u>Government of Khyber Pakhtunkhwa</u>

- Local Government, Elections and Rural Development department (1)
- Planning and Development department (1)
- Local Council Board (1)
- Regional municipal officer (1)

However, only two people from the Local Government, Elections and Rural Development department of the Government of Khyber Pakhtunkhwa participated in the training.

6.2.3   Schedule

- First training: October 18th - 20th, 2021 (3 days)
- Second training: October 25th - 27th, 2021 (3 days)

6.2.4   Venue of the training

- Training Hall of Local Governance School, Peshawar

6.2.5   Training Program

The schedule of the training program was as follows:

Table 6.1   Training Program: Training Workshop on Development Planning and Project Implementation for Local Governments

Day 1

Time	Session	Brief Contents	Facilitator
09:00-10:00	Opening of the training program	• Recitation of the Holy Quran • Opening remarks • Explanation about the program • Introduction of participants • Expectations of participants • Distribution of questionnaire	Co-trainer / LGS team
10:00-10:15	Tea break		
10:15-1140:	The KP Local Government (Amendment) Act 2019	• Fundamentals of local governance (objective, purpose, and background). • Local Government (Amendment) Act 2019: How it differs from the previous Act	Trainer/Co-trainer
11:40-13:00	Development planning by local governments	• Planning procedure (examination of current situation, identification of difficulties and needs, scheme identification and elaboration, detailed planning (PC-1 development))	Trainer/Co-trainer
13:00-14:00	Lunch break		
14:00-15:00	Community participation in development projects	• Community participation in planning and project implementation • Collaboration with traditional systems	Trainer/Co-trainer
15:00-15:15	Tea break		
15:15-16:00	SWOT analysis of individual districts	• Grouping of participants by district • Each participant considers their department's S (strengths), W (weaknesses), O (opportunities), and T (Threats)	Trainer/Co-trainer Local Consultants

Day 2

Time	Session	Brief Contents	Facilitator
09:00-10:00	Local governance in other countries (conflict-affected areas)	• Introduction of JICA's approach to strengthen local governance in conflict-affected areas • Introduction of PCN-CI (Cote d'Ivoire) • Q&A	JICA Study Team Local Consultants
10:00-10:15	Tea break	-	
10:15-11:00	Local governance in other countries (conflict-affected areas)	• Introduction of COSAY (Cote d'Ivoire) • Introduction of PALCIP (Palestine) • Q&A	JICA Study Team Local Consultants
11:00-12:00	Experience sharing by settled district (development planning and project implementation)	• Presentation by participants from Kohat district on development planning procedure and difficulties	Trainer/Co-trainer Local Consultants
12:00-13:00	Challenges in development planning and project implementation by local governments (group discussion)	• Grouping of participants by district (same as Day 1) • Outlining the difficulties and challenges in development planning by local governments at each group, referring to the results of SWOT analysis in Day 1	Trainer/Co-trainer Local Consultants
13:00-14:00	Lunch break		
14:00-15:00	Measures to tackle challenges (group discussion)	• Same group as above • Discussion on measures to tackle challenges • Selection of one measure which will be implemented immediately after the training	Trainer/Co-trainer Local Consultants
15:00-15:15	Tea break		
15:15-16:00	Measures to tackle challenges (group discussion)	(continued)	Trainer/Co-trainer Local Consultants

Day 3

Time	Session	Brief Contents	Facilitator
09:00-10:00	Measures to tackle challenges (continuation of group discussion)	• Preparation of presentation	Trainer/Co-trainer Local Consultants
10:00-10:15	Tea break		
10:15-11:30	Measures to tackle challenges (continuation of group discussion)	• Presentation of discussion results by each group	Trainer/Co-trainer Local Consultants
11:30-12:30	Identification of capacity building needs (group discussion)	• Same group as above • Identification of capacity building needs of administration officers at different levels • Sharing and compiling the results for all groups	Trainer/Co-trainer Local Consultants
12:30-13:00	Focus group discussion (FGD)	• Socio-economic conditions in each district • Current local government systems and main activities • Issues on local government systems and activities	Local Consultants
13:00-14:00	Lunch break		
14:00-15:00	FGD	(continued)	Local Consultants
15:00-15:15	Tea break		
15:15-15:30	Wrapping up of the training	• Evaluation of the training program	Co-Trainer
15:30-16:00	Closing ceremony	• Distribution of certificates • Closing remarks	Trainer/Co-trainer and management of LGS

6.2.6 Results of the Training Sessions

(1) Local Government (Amendment) Act 2019 in Khyber Pakhtunkhwa

This session aimed to familiarize participants with the Local Government (Amendment) Act 2019 primarily by referring to the text of the amended Act. The explanation was limited to describing the institution, since no Rules of Business have been enacted to indicate how to conduct specific business under the Local Government (Amendment) Act 2019.

Many of the participants had never received an explanation on the newly amended Local Government Act 2019. A lively question-and-answer session and discussion ensued following the training.

(2) Development Planning by Local Governments

In this session, after providing a general explanation of the definition and significance of development planning, the lecture covered specific tasks related to the formulation of the Annual Development Program and project implementation by local governments.

In response to the lecture, a question-and-answer session was held on various topics related to the approval of development plans, procedures for project implementation, and the preparation of various forms.

(3) Community Participation in Development Projects

The importance of community participation in development was explained during this session. Community participation was described as outlined in various acts of the Government of Khyber Pakhtunkhwa.

Although some participants considered that community participation should be the responsibility of the councils rather than local government officials, it was agreed that community participation is necessary for local government officials to carry out their duties and that it is the responsibility of both the local government officials as well as the councils.

(4) SWOT Analysis of Local Administrations

At the beginning of the session, the trainer presented the significance of SWOT analysis and the method of analysis. After that, a form for SWOT analysis was distributed to the participants, and they were divided into groups by districts to conduct the analysis. First, each participant conducted the analysis of own organization, and then shared the results of the analysis within the group.

The participants had never done a SWOT analysis before and analyzed the organizations' strengths, weaknesses, opportunities, and threats.

(5) Local Governance in Other Countries (Conflict-Affected Areas)

JICA-Net materials, project introduction videos, and pre-recorded presentations were presented to introduce JICA technical cooperation projects in other conflict-affected countries.

Firstly, "Capacity Development of Local Government in Conflict-Affected Countries: Examples of Uganda and Côte d'Ivoire" from the JICA-Net Library was shown to promote participants' understanding of the role of local administrations and the significance of public participation. Afterwards, the JICA Study Team were given a detailed introduction to the following three projects in which they are currently involved.

- Project on Human Resource Development for Strengthening Local Administration in Central and Northern Areas of Cote d'Ivoire (PCN-CI)
- Project for Community Reinforcement Towards Social Cohesion in Grand Abidjan (COSAY)
- Refugee Camp Improvement Project (PALCIP)

Following the presentation of the videos, participants engaged in a direct dialogue and question-and-answer session with members of the JICA Study Team from Japan. Participants showed a strong interest in the JICA projects' approach to strengthening local government capacity and

community participation. In particular, many participants were concerned about the sustainability of projects after its implementation, and the importance of facility maintenance and public participation was discussed. There was political interference in all districts. Many participants have stated that the problem is that projects that meet the needs are not being implemented. The participants discussed the importance of properly grasping the people's needs.

(6)   Experience Sharing by Settled District

The objective of this session was to share the experiences of government officials from Kohat district who already had experiences of local administrations to the participants from the NMDs where the local administration system has not yet been well established and to confirm specific work processes.

Participants were divided into groups, and each group was assigned training participants from Kohat district to share within the group the experience of working in Kohat district. Specifically, participants from Kohat district shared their experiences on the roles of each department in the formulation of the Annual Development Program, ways of inter-organizational coordination, methods for identifying needs, and procedures for development planning. The contents were summarized and presented to all participants.

(7)   Challenges in Development Planning and Project Implementation by Local Governments

Participants were divided into groups by district and discussed the problems they faced in formulating development plans and implementing projects. Each group summarized and presented the contents of the discussion.

The problems identified by each group are listed in the table below.

**Table 6.2   Problems Encountered in Development Planning and Project Implementation
(Target Districts for the First Training)**

Bajaur District	Mohmand District
• Insufficient capacity of executing agencies • Need assessments and the projects selection are not properly done. • Lack of transportation facilities • Inadequacy of proper infrastructure • Delays in the execution of projects because one scheme involves several small projects, and those small projects are not adequately assessed during the planning stage • Lack of ownership and creation of disparity • Reduction of roles of local governments • Insufficient allocation of annual funds for maintenance as well as for rehabilitation	• Security issues • Lack of human resources • Unavailability of vehicles for field staff • Improper selection of development projects
Khyber District	
• Law and order • Lack of transportation means • Unavailability of internet connection • Improper selection of development projects • Lack of human resources • Insufficient awareness and understanding among residents	

**Table 6.3   Problems Encountered in Development Planning and Project Implementation
(Target Districts for the Second Training)**

Orakzai District
• Projects are not properly selected. • Tendering process and contracting procedure are complex. Contractors are not able to complete the projects within the stipulated timelines due to complex procedures. • Contractors bid low in order to win the contract. As a result, the funds are not enough and the work is not completed. • Contractors are not properly selected by competition. • No proper authentic data is available. This lack of actual data collection creates hurdles in the development projects. • There is lack of funds. Funds from the provincial government are delayed. • The technical capacity of staff members is not sufficient. • Lack of proper monitoring and supervision of projects. Capacity for proper supervision is not adequate among government officials. • Law and order situation. The district has sectarian issues which create problems, and most of development projects are delayed due to security situations. • Lack of interest and capacity of government officials. They lack the willingness and commitment to complete development projects. • There are insufficient opportunities for training and capacity building of government officers. • Lack of funds. Funding is not delivered in a timely manner. This delays the implementation of projects. • Lack of community participation. Mostly, the community is not involved in the community development projects, and participation in the assessment or identification of projects have not been observed. • Project implementation has not been supervised. There is no person in charge of supervising projects in the field. • No proper operation and maintenance of projects after the completion of the projects. There is no mechanism in place to have a complete operation and maintenance. Therefore, the facilities/infrastructure after completion deteriorated. • Monitoring and evaluation of projects are not conducted through the staff visits after the project has been completed. There are no mechanisms in place for project monitoring and evaluation. • There is no concept of accountability. If the projects are inappropriately implemented, there is no accountability or punishment system in place.
Kurram District
• There is no proper standardized mechanism for the selection of development projects. • Corruption is the most pressing challenge in the implementation of development projects. • Due to security issues, needs assessments cannot be conducted in far-flung areas. Thus, needs cannot be identified prior to project

design.
- The capacity of government officers in the NMDs is lower than those outside of the NMDs. They do not have adequate expertise and necessitate additional time for daily operations.
- Most of the ongoing projects are not paid on time. As a result, the contractors are not willing to complete them on time. Most of the projects are still in the works. Currently, they are in the process of paying the unpaid fees from the previous year.
- Lack of equipment and technology. There are power outages, internet access is unavailable, and security is another primary concern. Works cannot be completed on time.
- Lack of available data. Since there is no concrete data available, we are unable to select projects based on data requirement and carry out the projects in a sustainable manner.
- Funds are allocated to NMDs but are not appropriately utilized.
- There is a shortage of government officials. Officers without sufficient technical knowledge are in charge of the organization, causing problems and officers with technical knowledge are unable to perform their duties in an appropriate manner. Officers having knowledge related to the positions have not been assigned. Appropriate service implementation systems have not been established.
- The capacity of the officers is inadequate. There are no job descriptions for each officer and work assignments are not clearly defined. One officer, who is knowledgeable in operation, is responsible for all tasks, which is a heavy burden.

South Waziristan and North Waziristan Districts

- There is lack of funds to implement development projects.
- The capacity of government officials is inadequate. Government officials are unable to carry out their duties due to lack of equipment.
- Poor security situation hampers the implementation of development projects.
- Projects are not properly selected.
- Communication is the challenge.
- There is no reliable data available for the selection of development projects.
- There is lack of community awareness and understanding of development projects. This is one of the reasons why accountability and transparency cannot be not ensured.
- Development projects are not properly managed.
- There is a shortage of government officers.
- Capacity building of government officers, infrastructure, offices, and other organizational implementation systems are insufficient.
- There are problems with community attitudes, lack of community involvement and divisions between marginalized segments of society as well as stakeholders.

(8) Measures to Tackle Challenges in Development Planning and Project Implementation at the Local Level

Continuing from the previous session, participants were divided into groups by district to discuss and compile a table of measures to deal with the problem.

As a response, many of the suggestions were related to strengthening the capacity of government officers and communities. Implementation of projects related to the education sector, agriculture sector, and Tehsil government services (cleaning, beautification) in which the participants are involved, as well as community training (for farmers, teachers, parents, and residents) were also raised.

The shortage of village and neighborhood council secretaries was discussed as a concern for the future establishment of new village and neighborhood councils. Projects implemented at the local level are often subject to conflict due to political and land issues. Therefore, coordination with communities at the village and neighborhood levels is important. Small-scale projects are often handled as a package of several projects in one project, and in such projects, individual projects are not sufficiently studied and evaluated. Therefore, problems occur during the

implementation phase. The importance of dealing with land issues, such as promoting land registration, was also discussed.

(9) Identification of Capacity Building Needs for Local Government Officers

Continuing from the previous session, participants were divided into groups by district and exchanged opinions on the training needs of the staff of their organizations. The following are some of the major training programs that were identified as high priorities:

Local Government, Elections and Rural Development Department

- The Local Government Act 2013 and the Local Government (Amendment) Act 2019
- Civil Registration Vital Statistics Rules 2021
- Planning and Development Guidelines 2015
- Village and Neighborhood Councils Rules of Business of 2015, Khyber Pakhtunkhwa Public Procurement Regulatory Authority Act (KPPRA Act 2012), Khyber Pakhtunkhwa Public Procurement Regulatory Authority Rules 2014 (KPPRA Rules 2014), and Budget Rules 2016
- Right to Information Act, Right to Public Service Act
- Planning and development, formulation of PC-1,2,3,4 forms[27]
- IT
- Office management
- Community participation, community mobilization

Planning and Development Department

- Local Government (Amendment) Act 2019
- Preparation of PC-1 form
- Monitoring and evaluation
- Development and planning
- Budgeting
- Data collection
- IT
- Khyber Pakhtunkhwa Public Procurement Regulatory Authority Act (KPPRA Act 2012)
- Integration of the NMDs (targeting all departments)
- Community participation in the project selection and implementation process (targeting all departments)
- Gender mainstreaming (targeting all departments)

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[27] PC-1 Form: Project Document, PC-2 Form: Survey and Feasibility Study, PC-3 Form: Progress Report, PC-4: Project Completion Report.

- Communication technology (targeting all departments)

Education Department

- Parents and Teachers Councils (PTC) (targeting heads of schools)
- Community participation
- Monitoring of teachers
- IT and computers
- Budgeting, auditing, and accounting
- Planning
- Communication skills
- Enhancing the teaching skills of teachers
- School management (heads of schools)
- Monitoring and evaluation

Agriculture Department

- Planning and development, formulation of PC-1 forms
- Data entry using internet applications
- Information technology and GIS
- Collection of agriculture data
- Budgeting and accounting
- Local government system
- Agriculture technologies (orchard management, budding, crafting, use of pesticides, layout planning, and organic farming)
- Community-supported agriculture (CSA)
- Climate change
- Water conservation and management
- Improvement of agricultural livelihood
- Advisory service
- Coordination with line departments and promoting understanding

Tehsil Government

- Local Government (Amendment)t Act 2019
- Tehsil Local Government Rules of Business
- Khyber Pakhtunkhwa Public Procurement Regulatory Authority Act (KPPRA Act 2012)
- E-auction and e-bidding
- Information technology
- Planning and development, preparation of PC-1 forms
- Budgeting

- Taxation system
- Mechanism for revenue generation
- Understanding of the dynamics of the NMDS (targeting elected representatives, government officials, and notables)
- Technical training for non-gazetted officials
- Gender mainstreaming, conflict resolution and sensitization regarding local governments (targeting women, notable and local government officials)
- Community participation, social mobilization
- Sanitation
- Architectural planning

6.2.7 Focus Group Discussion to Understand the Current Status of the NMDs

On the first day of the training, participants were requested to fill out a questionnaire in order to understand the current status of each district within the NMDs. For this session, the following three items related to the content of the questionnaire were discussed:

1. Socio-economic conditions of each district, major issues, needs of the people in the districts
2. Major activities conducted in the past year and future plans for the activities
3. a) Given the current situation of Afghanistan, what influences are observed in the district?
   b) If the situation of Afghanistan becomes more serious in the near future, how will this affect the district?

Participants shared information about the situation in their respective districts to better understand the differences and similarities in socio-economic conditions and challenges. In all districts, issues were identified in regard to economic conditions, women's literacy rate, access to safe water, and access to education and health services. On the other hand, people hoped for peace and improved access to basic services, and information about the potential for industrial development in mining, agriculture, and tourism was shared.

Officials from each department are implementing projects while utilizing their limited resources, such as projects under the Accelerated Implementation Programme (AIP) and donor projects. Information was also shared on projects for economic development, such as Marble City Project (a special economic zone) and dam construction in Mohmand; a tourist park in Khyber district; and a trade terminal.

As the border with Afghanistan is closed and controlled except for a few areas, no influx of Afghan refugees has occurred so far. However, residents who used to earn income through informal trade with Afghanistan are now unemployed, and the economic impacts are significant.

If the situation in Afghanistan worsens in the future, an influx of Afghan refugees could occur, which could lead to problems such as security, drugs, and poverty. If there is an influx of refugees, local basic services, infrastructure, drinking water, and means of livelihood will be affected in various aspects, and crime and violence will increase. It was discussed that there have been no major changes at this time, but that they will pose a threat in the future.

6.3   Refresher Training of Village Council and Neighborhood Council Secretaries

6.3.1   Objectives of the Training

This training was conducted for the districts outside the NMDs with the aim of learning about previous experiences of local administration at the village and neighborhood levels in order to provide suggestions on the challenges that are expected to be faced in the future in the NMDs and the need to strengthen the capacity of government officers. It was an opportunity for the participating village and neighborhood council secretaries to receive refresher training.

Participants were expected to learn the following during the training:

- Local government system in Khyber Pakhtunkhwa Province under the Local Government (Amendment) Act 2019
- Roles and responsibilities of the secretaries of the Village Council and Neighborhood Council in development planning and project implementation
- Methods and approaches for planning and project implementation with community participation

6.3.2   Target

The target participants of the training are as follows:

- Village Council and Neighborhood Council Secretaries from Kohat District (Around 10)
- Village Council and Neighborhood Council Secretaries from Peshawar District (Around 5)

6.3.3   Schedule

- October 28th - 29th, 2021 (2 days)

6.3.4   Venue

- Training Hall of Local Governance School, Peshawar

6.3.5 Training Program

The schedule of the training program was as follows:

Table 6.4   Training Program: Refresher Training of Village Council and Neighborhood Council Secretaries

Day 1

Time	Session	Brief Contents	Facilitator
11:30-12:00	Registration		JICA Study Team/ Co-Trainer
12:00-13:00	Opening of the training program	• Recitation of Holy Quran • Opening remarks • Explanation on the program • Introduction of participants • Distribution of questionnaire	LGS team/Co-Trainer
13:00-14:00	Lunch break		
14:00-14:30	Local government system in KP	• Introduction of Local Government Act (Amendment) 2019 KP • Differences between the current Act and the previous Act	Trainer/Co-trainer
14:30-15:00	Roles and responsibilities of VC/NC Secretaries	• Roles and responsibilities of secretaries	Trainer/Co-trainer
15:00-15:15	Tea break		
15:15-16:00	Techniques on how to work with people in the community	• Some tips and techniques on how to work with people	Trainer/Co-trainer

Day 2

Time	Session	Brief Contents	Facilitator
09:00-10:30	Focus group discussion (FGD)	• Tasks of VC/NC secretary	Trainer/Co-Trainer Local Consultants
10:30-10:45	Tea break	-	
10:45-12:30	FGD	• Difficulties and challenges in development planning and project implementation • Measures to tackle the difficulties and challenges	Trainer/Co-Trainer Local Consultants
12:30-13:00	Closing of the training	• Distribution of certificates • Evaluation of training • Closing remarks	Trainer/Co-trainer and management of LGS
13:00-14:00	Lunch	-	

6.3.6   Contents and Results of the Training Sessions

(1)   Local government system in Khyber Pakhtunkhwa

In this session, similar to the "Training Workshop on Development Planning and Project Implementation by Local Governments," the history of decentralization in the country of Pakistan was presented and the Local Government (Amendment) Act 2019 in Khyber Pakhtunkhwa Province was explained.

(2) Techniques to work with people in the community

Participants discussed ways on how to interact with the communities as well as problems in carrying out their work as secretaries and improving their work.

Generally speaking, the community is cooperative with the secretaries, but problems arise occasionally, such as when special measures are undertaken. For example, there is a gap in terms of the understanding of community members regarding COVID-19 infection prevention measures, which include maintaining social distance and wearing masks. The same is observed for vaccination. Participants agreed that raising awareness and understanding among the residents is very important.

(3) Roles and responsibilities of village and neighborhood council secretaries, the difficulties and challenges faced by the secretaries, and their solutions (Focus Group Discussion)

Participants were divided into groups and discussed the roles and responsibilities of village and neighborhood council secretaries. They also exchanged opinions on the difficulties and challenges faced by the secretaries as well as their solutions.

The results of the discussion are as follows:

<u>Roles and responsibilities of village and neighborhood council secretaries</u>

- Civil registration and checking of registration documents
- Registration of births and deaths
- Registration of marriages and divorces
- Confirmation of forms submitted by the applicants
- Checking of parents' copies of Computerized National Identity Card (CNIC)
- Verification of proof of birth date (hospital birth card)
- Issuance of birth, death, marriage, and divorce certificates
- School visits to confirm the data of registered students
- Financial management
- Preparation of development and non-development budgets
- Budget documents
- Accounting management
- Maintaining financial records
- Implementation and recording of development and non-development activities
- Operations related to assembly sessions
- Records of assembly sessions
- Administration of committees
- Office management

- Resident support and public relations
- Sensitization activities
- Operations related to elections
- Supervision of village-level development projects
- Village sanitation management
- Other duties
- Polio campaign
- Response to infectious diseases such as dengue fever and COVID-19
- Tree planting inside and outside the village
- Data collection on socially vulnerable groups

Difficulties and challenges faced by the secretaries

- Lack of available forms from NADRA (National Database and Registration Authority)
- Issuance and verification of Afghans
- NOC from other countries
- Establishment of offices for village and neighborhood councils (Members of assembly locate offices in their own homes, which the general population cannot visit, making them inappropriate workplaces for secretaries)
- Absence of security guards
- Political influence on operations, political intervention in the placement and transfer of secretaries
- Means of transportation and mobility
- Lack of awareness and understanding among residents
- Communication problems
- Changes in birth certificates and birth dates
- Lack of standard operating procedures (SOPs) for birth and death certification
- Insufficient technical capacity for formulating Annual Development Program
- Excessive workloads
- Conducting polio campaigns for residents opposed to polio vaccination

Solutions for the problems

- Training on birth, death, and other certificate preparation and registration
- Training on the Local Government Act 2013 and the Local Government (Amendment) Act 2019
- Training on the Rules of Business and other relevant regulations
- Training on accounting management
- Training on online registration
- Training on minutes of meetings

- Training on needs assessment and development planning
- Training on conflict resolution
- Establishment of offices for village councils and neighborhood councils
- Deployment of security guards
- Promotion of online registration
- Formulation of SOPs

6.4 Lessons Learned from Pilot Project

6.4.1 Training Contents

The Local Government (Amendment) Act 2019 will significantly change the local government system in KP, so there is a great need for training on the local government system for all districts in KP province. The first phase of the local elections was held in December 2021, and the transition to the new system is an issue.

There was a great deal of interest in the amendments to the Local Government Act, as the training participants had received very little explanation about it. The training on Local Government Act is considered to be the most important training for many administrative officials who will be assigned to the new local governments in the future.

Because the rules of business in accordance with the 2019 Local Government (Amendment) Act had not yet been enacted at the time of the pilot project's implementation, the training focused solely on the contents of system amendment. In order for local government officials to engage in actual work in the future, the training program should include more detailed and specific content on work processes and implementation methods based on the content of the rules of business. Practical training that can be applied directly to work, such as the preparation of PC-1 forms, is desired.

Many of the participants cited the intervention of politicians and corruption issues as among the problems related to the formulation of development plans and implementation of projects. Since local councils will be established for the first time in the NMDs, it was reaffirmed that it is very important to strengthen the capacity not only of local government officials, but also local councilors and residents.

There was also a high level of interest in methods for development planning, such as community participation and needs assessment, as many participants were aware of the problem that needs related to development planning are not understood and projects are not selected appropriately.

Except for the lecture on the first day, majority of the sessions in this training were conducted through group discussions and individual exercises, which was new to the participants, and

participants learned a lot from it. The process of conducting SWOT analysis, sharing information with officers from other districts and departments, and discussing and developing ideas was an approach which is not seen in other donor trainings. Some participants expressed their desire to participate in similar trainings in the future.

6.4.2 Participants, Venue and Training Period

This training was held in Peshawar. Some participants were prevented from traveling due to security issues in the districts. Some participants were not able to attend the training as scheduled due to lack of officers in the districts and having to deal with visits from high officials. Some had to leave the training to deal with phone calls from their superiors even though they were participating in the training. In addition, some participants from the southern districts of the NMDs requested that the training be held nearby, as it takes time to travel. On the other hand, some participants stated that they preferred the training to be held in Peshawar because of the training facilities and internet access.

The duration of the training was originally planned to last four days (excluding travel), but the LGS advised that it would be difficult to participate in a four-day training due to shortage of government staff in the NMDs. Moreover, they could not leave their duties for such a long period time, so the duration was reduced to three days. Given the security situation in the NMDs and the current state of the local administrative offices, it would be difficult to conduct a training program that would last an entire week, including travel.

This training was conducted by forming groups for administrative officials from different departments in various districts: the Department of Local Administration, Elections and Rural Development; the Department of Planning and Development; the Department of Education; and the Department of Agriculture. Some participants said that this method allowed them to learn about the current situation and opinions of representatives from other departments other than their own. When dealing with more detailed and technical contents, it may be necessary to limit the number of target departments. However, depending on the topics and contents to discussed, participation of different departments may be effective as well.

Training participants were selected by the target districts after the LGS shared the training content and schedule with the target districts. As a result, all participants were male. This could be due to a very limited number of female administrators, as well as the insufficient number of administrators themselves, and also because they had to travel to Peshawar. In the future, it will be necessary to increase the number of female administrators and strengthen their capacity. In order to make training for female administrators possible, it is important to devise ways and consider the places where the training will be conducted. This includes establishing a system to conduct training in each district.

6.4.3 Trainers

For this training, retired and current officials of the Government of KP who are registered with the LGS, as well as local consultants employed by the JICA Study Team, served as the trainers.

The trainers registered with LGS have experience as government officials and are thus familiar with the provincial administrative systems and related laws and regulations. As a result, they are well-suited for lectures related to these matters, and they can appropriately answer questions and give advice to the participants. On the other hand, the assigned trainers are not familiar with the exercises and group discussions used in the training programs, and it is difficult for the assigned trainers to act as the main facilitators. For this reason, the local consultants acted as facilitators for the exercises and group discussions.

In the future, when the LGS conducts training sessions that include not only lectures but also exercises and group discussions, it should be considered to utilize not only government officials, but also consultants, NGO officials, and other outside personnel as trainers, depending on the content of the training.

6.4.4 Training Delivery System and Participation of Provincial Government Agencies

The LGS is mainly responsible for the coordination and administrative procedures for the implementation of training. There is no staff in LGS in charge of the policy formulation to strengthen the capacity of local government officials and the development of training programs based on the identification of training needs. The organizations that can consider the strengthening of the capacity of local administrative officers in consideration of the current situation of local administration are the Local Administration, Elections and Rural Development Department, the Planning and Development Department and other sectoral departments, and it is important to involve these relevant organizations in the implementation of trainings.

The training conducted in the pilot project was aimed at strengthening the capacity of government officials involved in local administration in the NMDs in the future. Information about the training was shared with the relevant agencies of the provincial government that direct and supervise the work of local administrative officers, LGS sent official invitations to the agencies, but the participation was limited. Two officials from the Local Government, Elections and Rural Development Department participated in the training. Since there were no participants in the first "Training on Development Planning and Project Implementation by Local Governments," the JICA Study Team requested LGS to coordinate with the agencies. As a result, officials from the Local Government, Elections and Rural Development Department participated in the second training. Through the training conducted in the pilot project, it has been discovered that it is not easy for different organizations of the provincial government to coordinate and cooperate between each other. When conducting training on local administration

involving multiple organizations in the future, it is necessary to establish an implementation system under the Secretary of the Local Government, Elections and Rural Development Department and develop a way to encourage coordination and cooperation among related organizations.

The LGS is a subordinate organization of the Local Council Board (LCB), which is an autonomous body and basically does not receive annual budget allocation from the Government of KP. While the LCB's source of income is the local tax and service fees from the Tehsil administration, is the LCB unable to secure funds for LGS training, so it has to rely on donor agencies to cover the cost of LGS training. The donor agencies pay the honoraria for the trainers, daily allowance, accommodation and transportation for the participants, consumables, and administrative personnel costs. As a source of income, the LGS also collect fees for the use of the training venue and accommodation facilities at the LGS. The reality of the LGS is not always in line with JICA's policy on payments to government agencies. When supporting training programs with LGS in the future, it will be necessary to discuss and reach an agreement on cost sharing based on the actual situation of LGS.

6.4.5   Conducting Training Remotely from Japan

The JICA Study Team was not able to go to the project site, but rather formed a team using local human resources. The local team took the lead in preparing for the training, coordinating with related organizations, and implementing the training.

The JICA Study Team managed and participated in all training sessions remotely from Japan, holding online discussions with relevant organizations and meetings with the local team as necessary.

During the training, various changes and improvements were made in the training venue, and it was difficult to get a full grasp of the situation on site from Japan. It was also a challenge for the JICA Study Team from Japan to make decisions without fully understanding the situation on the ground, such as changing the method of conducting sessions, changing the time allocation, or changing the grouping method based on the participants' individual circumstances. Therefore, it was decided to delegate the task to the local team.

Several issues arose when the initial training was conducted for the first time, but after three days of training, improvements were discussed, and the second training was greatly improved in terms of the communication between the participants at the training venue and the participants from Japan, the setting of microphones and video cameras and the facilitation of group discussions. Each member of the local team played an active role, and any problems were immediately addressed. Although there was a temporary power outage in Peshawar and the internet connection was disrupted, the communication situation was relatively good, and online

connection and dialogue between the two sides were technically possible.

Conducting the training remotely is feasible if the team in Japan and the local team have as much meetings as possible to deepen their understanding of each other and if each member is willing to play a role. On the other hand, it was also confirmed that communication between Japan and the local team is based on e-mails and direct talks through online meetings as necessary, which inevitably takes longer time compared to working together in the training venue, especially during the preparation stage. Furthermore, as previously stated, it is difficult for the team from Japan to provide appropriate instructions at the right time during the implementation of the training, leaving it to the discretion of the local team, and it was confirmed that a reliable local team is essential for the success of the training.

CHAPTER 7   REMOTE PROJECT IMPLEMENTATION METHODS

7.1   Information Collection and Analysis Using Open Resources Information

In this study, information and data were collected from online resources to create a base map of the study area. To understand the current conditions of the NMDs, data of current land use and distribution of settlements in each district, which were collected through surveys in the NMDs and interviews with related organizations, was incorporated into the base map. Table 7.1 summarizes the main information and data obtained from open resources. The prepared maps are shown in 3.8. Despite the fact that FAO data is available on its website, the JICA Study Team obtained the data by requesting it directly during the Team's interview with FAO. There are various ways to obtain data and information through organizations working in a study area even when it is not possible to visit the study area.

Table 7.1   Data Obtained from Open Resources and Utilized in the Study

Data processing type	Sector	Item	Format	Resource	Main applications
Mapping	Basic data	District borders	GIS polygon	UNOCHA (2020)	• Understanding the current situation • Understanding access to neighboring countries and surrounding areas
		Roads and Railways	GIS Line	OSM (2021)	
		Rivers, canals, and lakes	GIS Line		
		City Locations	GIS Point		
	Socio-economic conditions	Population	Text	Pakistan Bureau of Statistics (Census 2019)	• Degree of population concentration in urban areas • Distribution of residential areas • Infrastructure and facility distribution in urban and rural areas
		Land use	Raster	FAO (2016) Satellite map analysis results.	
		Residential areas	Raster		
		Facilities	GIS Point	OSM (2021)	
		Economic activities	Text	Pakistan Bureau of Statistics (Census 2019)	
	Agriculture	Irrigation coverage	Raster	FAO (2016) Satellite map analysis results.	• Understanding of agricultural patterns in each district

Note: UNOCHA (United Nations Office for the Coordination of Humanitarian Affairs), FAO (Food and Agriculture
          Organization of the United Nations), OSM (Open Street Map)

7.2   Implementation Methods Adopted by Donor Agencies and NGOs in NMDs

According to interviews with various organizations working in the NMDs, organizations other than FAO do not have offices in NMDs and conduct their activities remotely from Peshawar and Islamabad. Although many interviewees mentioned that security conditions in the NMDs have improved, security is still not stable enough to establish offices in the NMDs. Also, they

do not establish offices in the NMDs probably because the basic infrastructure and facility are not available. FAO assign social organizers in many districts in the NMDs.

International donor agencies use a variety of methods to implement projects in the NMDs remotely from Peshawar or Islamabad. They select NGOs and CSOs (Civil Society Organizations) with experience in the NMDs as implementing partners and work with them to carry out projects. Staff personnel of implementing partners are trained in the management of project activities, and they implement the project on the site and report the results to the donor agencies. Many of the donor agencies that were interviewed mentioned that they also visit fields regularly by themselves to conduct direct monitoring. In this method, the capacity of the implementing partners is critical to the success the project, but since there are many NGOs with extensive experience in the NMDs, finding implementing partners with the necessary capacity and experience is not difficult. However, obtaining NOCs has become more difficult for NGOs and CSOs in recent years, making the adoption of this method more difficult.

In response to the increasing difficulties in utilizing implementing partners, UNICEF is providing financial support to the KP government to recruit project staff, and dispatch them to the district administration offices in the NMDs. These staff personnel implement project activities and strengthen the capacity of the officers in the offices to which they are assigned. Since these recruited staff are government employees, they do not need to obtain NOCs and there are no restrictions on their activities.

Another method is by providing financial support to the KP government, and the KP government officers will then implement the project. However, no organizations adopt this method due to the concerns about the capacity of government officers and corruption within the government.

Remote project implementation using ICT technology such as online conference systems and utilization of emails and chats is used in the study and it is generally considered applicable in Pakistan. However, it is currently not a viable option in the NMDs because even communication by email is difficult in many places where electricity and internet are not yet available.

The implementing agencies conduct direct project monitoring through their own officers, whether the projects are implemented through implementing partners or through government officers. The frequency of monitoring by international experts appears to be low due to the difficulty of acquiring NOCs, the limitation of their field activities only to the places listed in NOCs, and the requirement of armed escorts. The use of national experts who are well-versed in the NMDs is indispensable for monitoring by the implementing agencies.

Government agencies and international organizations are conducting capacity-building activities and meetings outside the NMDs such as Peshawar and Islamabad by inviting relevant stakeholders, without entering the NMDs. In terms of capacity building, some agencies

mentioned the possibility of visiting advanced districts in Pakistan.

7.3   Project Implementation Methods Appropriate for NMD Cooperation

Based on the information on the project implementation methods in the NMDs obtained through a survey in the NMDs and interviews with donor agencies and other organizations, the following are the possible implementation methods of technical cooperation projects by JICA in the NMDs:

- If possible, project office is established in Islamabad or Peshawar.
- If field visits are not possible, conditions of target areas are analyzed using the data and information from the internet and other sources. In addition, national experts who can stay in the NMDs should be hired by JICA project in order to conduct field survey and gather updated information. In order to work inside the NMDs, even the national experts need to obtain NOC. But, movement and activities of the national experts within NMDs are less restricted than those of international experts who need armed escorts, and as a result, the national experts can conduct field surveys without difficulty.
- The national experts to be hired for the project does not necessarily need to be from the NMDs or KP province. However, they should be those who know the communities in the NMDs well, such as having worked in the area.
- Information can also be obtained from donor agencies, governmental organizations, and other related organizations working in the NMDs. Even if it is not permissible to visit the sites, it is possible to collect information and have discussions with the organizations through online meetings.
- Capacity building activities such as training of government officers in the NMDs can be conducted by inviting them to Islamabad and Peshawar and by utilizing JICA experts and resources in Pakistan. Study visits within Pakistan can be also considered.
- National experts residing in the NMDs can provide support for the implementation of activities by local government officers targeted for capacity development through the project. The national experts can also monitor the activities.
- National experts residing in the NMDs can closely communicate with JICA experts through emails and online meetings on a daily basis. If internet access is not available in the target districts, the national expert may consider traveling to Peshawar on weekends. They can also visit Islamabad and other cities to personally report and discuss with JICA experts on a regular basis. In addition, the local government officers targeted for capacity development may be invited to Islamabad when it is necessary for them to have direct discussions with JICA experts.
- If the situation permits, JICA experts will travel to Peshawar and the NMDs to visit the sites and have discussions with the people concerned.

CHAPTER 8   RECOMMENDATIONS ON THE ASSITANCE IN KHYBER PAKHTUNKHWA

8.1   Project Proposals for Strengthening the Capacity of Local Administration of NMDs

8.1.1   Examination of Technical Cooperation Projects Needed

Based on the results of the field survey and online interviews conducted from Japan as well as the results of the pilot project, the possibility of cooperation mainly in the field of local administration was examined. It should be noted that, as a precondition, the JICA experts would not be allowed to enter KP Province including the NMDs. The following are the project ideas prepared by the JICA Study Team but have not been committed by JICA. Although the three projects are explained below, it would be necessary to consider implementing some parts of one project or a combination of projects, depending on the scale, timing of implementation and other conditions of the expected cooperation.

8.1.2   Capacity Building of Tehsil Local Government and Village and Neighborhood Councils on Development Planning

(1)   Objectives

The objective is to strengthen the capacity of tehsil governments and village and neighborhood councils by developing and disseminating methods for identifying the needs and for planning. It also promotes community understanding about local governance and builds capacities of communities for participation in local governance.

In the current local government system of the NMDs, the problem is that development projects are not fairly selected based on the needs of the people, and there is no mechanism to identify the needs of the people. After the implementation of Local Government Act 2019, tehsil governments are expected to select development projects and formulate an Annual Development Plan (ADP) based on the proposals from village and neighborhood councils. Information shared by the various sector offices of tehsil governments is also considered to be important for the selection of development projects. Therefore, it is crucial that local governments develop their capacities in proper planning. As the tehsil governments and village and neighborhood councils are set to be established for the first time in the NMDs soon, people's attention and expectations toward local governments are growing, and it is important for local governments in the area to gain the trust of the people by properly selecting and implementing development projects.

(2) Project Description

A pilot project will be conducted in the target area to develop methods of needs identification and develop planning. Based on the results of the pilot project, the methodology will be compiled and disseminated to other areas within the NMDs. The following are some examples of possible main activities:

- Establish an implementation body within the tehsil government consisting of a chairman of Tehsil Council, Assistant Commissioner, representatives of LGE&RDD and P&DD as core members, as well as other sector departments of tehsil administration as members (it will be utilized once the tehsil development committee, which is responsible for planning, is established)
- Study and develop the method for identifying needs
- Implement the planning process
    - ➢ Implement training for officers of sector departments of tehsil administration
    - ➢ Implement training for secretaries and council members of village and neighborhood councils
    - ➢ Implement needs surveys and public consultation meetings by tehsil administration officers and village councils and secretaries
    - ➢ Compile the needs collected through the surveys and public consultation meetings at the tehsil level
    - ➢ Prepare project proposals
    - ➢ Approve project proposals
    - ➢ Develop ADP
- Evaluate the methodology and compile the lessons learned
- Implement a series of training programs in other areas (under the initiative of KP government)

In order to select the target area, one or two districts out of seven districts in the NMDs will be selected first as target districts. The project will then be implemented in all tehsils (two or three tehsils in one district) or selected tehsils in each target district. The target districts and tehsils will be chosen based on the security situation, tribal and religious conflicts, and the status of project implementation by donor agencies. From the perspective of project management, it is preferable to select areas that are easily accessible from Peshawar.

(3) Project Management

A project office is established in Peshawar to supervise project activities and coordinate with counterpart agencies. There are national experts who will be employed and stationed there. The national experts will visit the target districts regularly from Peshawar. Field offices are also

established in target districts (two districts) and local experts who can stay in the districts will be hired for these offices. JICA Experts manage the project remotely from Japan through discussions and coordination with counterparts and the national experts. In addition, JICA Experts come to Islamabad from Japan on a regular basis to have meetings with counterparts and hired national and local experts.

(4) Counterpart Agencies

- Provincial level: LGE&RDD, P&DD, LCB and LGS
- District level: To be confirmed after the establishment of new local government system
- Tehsil level: Chairmen of tehsil local governments, Assistant Commissioners, LGE&RDD and other sector offices
- Village and neighborhood level: Chairmen of village and neighbourhood councils and secretaries

8.1.3 Implementation of Local Government Development Projects through Community Participation

(1) Objectives

Capacity building of local governments (tehsil governments and village and neighborhood councils) will be done. The project will support tehsil governments and village and neighborhood councils in implementing development projects and establish a project implementation process with community participation. At the community level, organizational structures for project implementation as well as management and maintenance will be established to improve the understanding of local governments and strengthen the capacity of communities for social cohesion and inclusive development. These implementation structures will enable local governments and communities to build collaborative relationships.

It should be noted that roles of tehsil governments and village and neighborhood councils in the implementation of development projects have not yet been clarified, and further study is needed in this regard.

(2) Project Description

The possible main activities are as follows:

- Establish an implementation body within the tehsil government consisting of a chairman of Tehsil Council, Assistant Commissioner, representatives of LGE&RDD and other related sector departments of tehsil administration
- Select development projects

- Establish community organizations (or using the existing community organizations) to be involved in project implementation and management and maintenance activities
- Implement the development projects
- Evaluate the methodology and compile the lessons learned
- Promote the developed methodology in the NMDs (under the initiative of KP government)

The development projects to be implemented are expected to include the following:

- Small-scale street pavement or connection roads
- Water supply facility (water pipes, water ponds, water tank, hand pumps, etc.)
- Toilets
- Drain and culverts
- Small-scale mitigation project to reduce the risk of disasters and landslides
- Supporting small scale business and livelihood improvement (beekeeping, handicrafts, tailoring, shop keeping, small-scale agribusiness such packing, branding and marketing of orchards and dry fruits)
- Literacy education
- Vocational training in collaboration with vocational centers of Social Welfare Department

The project will target one or two of the seven districts in the NMDs. Development projects, which are selected by tehsil governments or village/neighborhood councils, will be implemented in one to three tehsils in each target district. The target districts and tehsils will be selected by taking into consideration the security situation, tribal and religious conflicts, and the status of project implementation by donor agencies. From the perspective of project management, it is preferable to select areas that are easily accessible from Peshawar.

(3) Project Management

A project office is established in Peshawar to supervise project activities and coordinate with counterpart agencies. Field offices are also established in target districts (two districts) and local experts who can stay in the districts will be hired for these offices. The implementation of development projects will be sub-contracted to local NGOs or construction companies.

JICA Experts manage the project remotely from Japan through discussion and coordination with counterparts and national experts hired by JICA Experts. In addition, JICA Experts come to Islamabad from Japan regularly to have meetings with counterparts and the national experts.

(4) Counterpart Agencies

- Provincial level: LGE&RDD, P&DD, LCB and LGS
- District level: To be confirmed after the establishment of new local government system
- Tehsil level: Chairmen of tehsil local governments, Assistant Commissioners, LGE&RDD and other sector offices
- Village and neighborhood level: Chairmen of village and neighbourhood councils and secretaries

8.1.4 Capacity Development of Local Governments' Elected Representatives and Officers

(1) Objectives

Training on Local Government Act 2019 and rules of business for the act will be conducted. In KP province, local elections are scheduled to be held in January 2022, and two levels of local governments will be established: the tehsil governments and the village and neighborhood councils. This is a major reform in the transition to a new local administrative system throughout KP, and it is the first time in history that local governments have been established, particularly in the NMDs. Therefore, the capacity building of local government elected representatives and officers is a big challenge. First of all, it is necessary to understand the content of Local Government Act 2019, as well as the roles of related organizations and specific work procedures. Furthermore, specific techniques and methods for implementing the work must be learned.

It should be noted that the Local Governance School (LGS) is planning to provide initial training to newly elected representatives in all districts of KP province including the NMDs, and GIZ and UNDP have expressed their willingness to cooperate. Therefore, coordination with them is required. Depending on the timing of JICA's intervention, supporting part of the initial training planned by LGS should be considered.

(2) Targets of Capacity Development

Potential training targets include the following.

- Chairmen of Tehsil Councils
- Members of Tehsil Councils (Chairmen of Village / Neighborhood Councils)
- Officers of Tehsil Local Governments
- Members of Village/Neighborhood Councils
- Secretaries of Village/Neighborhood Councils

(3) Training Topics to be Considered

The possible topics of training for different targets are as follows:

Tehsil Level

- Local Government System (Local Government Act 2019 and rules of business)
- Planning and Development (Planning and Development guidelines 2015, Formulation of PC-1, etc.)
- Budgeting
- Public procurement (KAPPRA)
- Community participation
- Gender mainstreaming
- Conflict resolution
- Taxation

Village and Neighborhood Level

- Local Government System (Local Government Act 2019 and rules of business)
- Planning and Development (Planning and Development guidelines 2015, Formulation of PC-1, etc.)
- Budgeting
- Accounting
- Monitoring of projects
- CRVS (Civil Registration Vital Statistics) Rule 2021
- Community participation
- Gender mainstreaming
- Conflict resolution

(4) Training Implementation

Training for Chairmen of Tehsil Councils

There are 25 tehsils in the NMDs. It is possible to invite all or some of chairmen of tehsil councils in the NMDs to Peshawar and organize a one- or two-day training for them. However, considering the ease of their participation in the training, possibility of holding the training in their own districts or towns outside NMDs near the target districts should be examined.

Training for Members of Tehsil Councils (Chairmen of the Village / Neighborhood Councils)

A tehsil council is comprised of the chairmen of village / neighborhood councils of the tehsil. There are around 50 village/neighborhood councils in a small district and around 150 village / neighborhood councils in a large district. A district consists of two or three tehsils. Considering the number of tehsil council members and the ease of their participation, it would be preferable to conduct the training in each district rather than in Peshawar, if possible. However, in

consideration of the availability of facilities suitable for the training, electricity and internet conditions and security issues on gathering a certain number of people, recommendable options may be organizing the training in Peshawar or towns outside NMDs near the target districts.

Depending on the topics of the training, LGS-registered instructors, officials from LGE&RDD and other relevant departments of the provincial government, staff of NGOs or local consultants will be trained as trainers and dispatched to each of NMDs' districts to conduct the training.

Training for Officers of Tehsil Local Governments

Training will be provided to officers from offices devolved to the tehsil level. Devolved offices at the tehsil level will include Primary and Secondary Education, Social Welfare, Sports and Youth Affairs, Agriculture, Population Welfare, Rural Development, Public Health Engineering, Planning and budgeting, etc.

LGS-registered instructors, officials from relevant provincial government departments, staff of NGOs or local consultants will be trained as trainers and dispatched to target districts or towns outside NMDs near the target districts to conduct the training. The training conditions and security issues should be considered when deciding the training venues. In case of dealing with specific sectors, it is possible to bring in representatives from sector offices of target tehsils to Peshawar for training.

Members and Secretaries of Village / Neighborhood Councils

The LGS is planning to provide training to village and neighborhood council members using the Learning Management System (LMS). If this approach will work successfully, this will open up the possibility of conducting various training programs for a wide range of council members. In the NMDs, however, the use of LMS will be difficult in the immediate future due to lack of an internet environment and the level of IT operational competence of the council members.

A village or neighborhood council consists of seven members. In addition, two officials including one secretary are appointed to each village or neighborhood council. Even if only a few districts are targeted, it is difficult to target all members of village / neighborhood councils due to the number of targeted people. There are two possible approaches: one is that the chairmen, who will participate in the abovementioned training for chairmen of village and neighborhood council, will share the information with the council members. Another is that the training for the secretaries of village and neighborhood councils will be conducted first, and the trained secretaries will explain the information to the council members.

In case the training for secretaries of village and neighborhood councils will be held, LGS-registered instructors, officials from relevant departments of the provincial government, staff of NGOs or local consultants will be trained as trainers and will be sent to target districts or towns

outside NMDs near the target districts to conduct the training. The training conditions and security issues should be considered when deciding the training venues.

(5) Counterpart Agencies

- Provincial level: LGE&RDD, P&DD, LCB and LGS
- Tehsil level: Chairmen of tehsil local governments, Assistant Commissioners and LGE&RDD

8.2 Project Implementation Structure

8.2.1 Establishment of Implementation and Cooperation Structure among Provincial Government Departments

(1) Relevant Departments and Organizations of Provincial Government

The following is a list of provincial government departments that could be considered as counterpart agencies for implementing projects aimed at strengthening local governments targeting the NMDs, as well as provincial government related departments that need to be coordinated for project implementation.

Local Government, Elections and Rural Development Department (LGE&RDD)

Local Government, Elections and Rural Development Department (LGE&RDD) is the organization responsible for implementing the KP Provincial Local Government Act and overseeing service delivery and project implementation by local governments. When it comes to the project dealing with capacity building of local government officers, LGE&RDD is expected to play a central role because it is the department that can understand the current situation, challenges and capacity building needs of local governments, as well as consider the policy and content of capacity building.

In addition, when local governments (tehsil governments and village and neighborhood councils) implement projects in the NMDs or establish collaborative relationship with its residents, the department that should be in charge of monitoring is LGE&RDD.

It should be noted that, even if the sector offices of local administrations are targeted for the project, it would be appropriate for LGE&RDD to coordinate with the relevant departments at the provincial level as well as the sector offices through tehsil governments.

Local Council Board (LCB)

LCB is a self-financing organization under the jurisdiction of LGE&RDD. It is financed by the revenues from tehsil governments and oversees the delivery of service by tehsil governments.

LCB is also responsible for the hiring of tehsil government officers and personnel management. It is appropriate to include LCB as a counterpart agency when dealing with the improvement of services and capacity building of officers of tehsil governments.

However, it is unclear whether LCB will continue to be responsible for hiring and appointing all officers of tehsil governments after the implementation of local elections and the transition to the local government system under Local Government Act 2019. Since it is impossible to finance staff salaries and development projects on a self-funded basis, it is important to confirm how the division of roles between LCB and LGE&RDD will be structured under the new system. Taking into account the contents of the project, it is necessary to determine how this organization should be involved in the project.

It should be noted that the Local Governance School (described below) is an organization belonging to LCB and that it requires the involvement of LCB.

<u>Local Governance School (LGS)</u>

LGS is the training institution of the KP provincial government and provides initial training, refresher training, and seminars for officers and council members of local governments in KP Province. Since it belongs to LCB, which is self-financing, there is no annual provincial budget allocation for training implementation. Therefore, the current situation is that training can be conducted if the support of donor agencies can be obtained. When implementing training in a project, it is possible to appoint LGS as a counterpart organization and utilize LGS-registered personnel to develop modules and conduct lectures. However, it would be difficult for LGS to cover the costs of lecturers' honorarium, venue, supplies, printing, daily allowance, accommodation and transportation for training participants and other expenses necessary to conduct the training. Therefore, the cost-sharing policy should be sufficiently discussed with LGS in advance.

In addition, in order to ensure the sustainability of the training provided by the project, LGE&RDD should be involved and make decisions at a level higher than LGS. Since LGS is an institution that conducts training within a set framework and has no further budgetary or institutional authority, it is advisable to involve LGE&RDD even if LGS is to be the counterpart.

In addition to the financial aspect, it is difficult to get the suitable instructors based on the training contents because LGS only has staff members to conduct administrative work and coordinate with related organizations for the training, and LGS instructors are registered personnel. In such cases, it is necessary to train staff from the relevant departments of the provincial government as lecturers, or utilize national consultants or staff from NGOs with project experience in the NMDs.

There is no precedent for LGE&RDD and LGS working together to implement capacity building programs for council members and officers of local governments, and there is no mechanism for coordination in place. Therefore, it might be important to build cooperative relationships between them through the project.

Planning and Development Department (P&DD)

The Planning and Development Department is responsible for formulating the provincial development strategy, preparing the Annual Development Plan (ADP), evaluating development projects and monitoring project implementation. When dealing with capacity building in terms of planning by local governments, it is preferable to include P&DD as a counterpart agency.

P&DD is also responsible for coordinating with donor agencies. In order for donor agencies to implement projects in KP province, they need to coordinate with the International Development Section of P&DD. NOCs for project implementation in the NMDs will also be issued by the International Development Section of P&DD.

Home and Tribal Affairs Department

When implementing project activities in areas outside the NMDs in KP province, it is necessary to obtain NOCs from the Home and Tribal Affairs Department. NOCs may also be required when conducting surveys of provincial government departments. Therefore, in addition to the NOCs issued by P&DD, it should be confirmed whether it is necessary to obtain NOCs from the Department of Home and Tribal Affairs as well.

Sector Departments

If the project involves a specific sector, such as agriculture or education, the sector department of the provincial government should be included as a counterpart agency. However, concerning matters such as the selection of officers from sector departments of tehsil governments as training participants that can be coordinated through Deputy Commissioners or Assistant Commissioners of local governments, it is not necessary to go through the sector departments of the provincial government.

(2) Considerations in Establishing Implementation Structure

Depending on the content of the project, the involvement of multiple departments may be required. However, coordination and cooperation among the departments will not be easy, necessitating ingenuity in the establishment of an implementation structure of counterpart organizations. If the assistance for the NMDs will be done through the improvement of local governments, the inclusion of LCB and LGS as relevant agencies under the Secretary of LGE&RDD will facilitate the coordination of relevant agencies within LGE&RDD. If the

Secretary of LGE&RDD is put in charge of the implementation structure, coordination between P&DD and other sector departments can be done.

8.2.2 Importance of Local Partners

When preparing for and implementing a project in the NMDs, it is critical to secure local partners comprised of people and organizations that have established relationships with the residents of the target area. In the future, it would be preferable to have officers from local governments in the NMDs as partners. However, in the current and transitional period when the number and experience of the officers are insufficient and the areas that they cover are limited, it is necessary to implement the project through cooperation with NGOs that have been working in the NMDs, as well as people from the NMDs (including university students). It is reported that residents of the NMDs are reluctant or resistant to western NGOs, but trust Islamic NGOs. There are a number of Peshawar-based Islamic NGOs with staff members from the NMDs and have experience working in the NMDs. These NGOs can serve as local partners.

NGOs that can be considered as potential partners in implementing a project in the NMDs are listed inTable 8.1.

Table 8.1   List of NGOs

Name	Area of Expertise	Location of Office
Islamic Relief Pakistan	WASH, Livelihood Improvement, Food Security, Health, Education	Peshawar
Muslim Aid	Humanitarian Assistance, Education, Livelihood improvement, Water Supply, Emergency Response	Islamabad
Khwendo Kor (KK),	Women Empowerment	Peshawar
Holistic Understanding for Justified Research and Action (HUJRA)	Community Empowerment, Education, Health, Gender, Disaster Management, Sustainable Livelihood, Natural Resource Management	Swat
Center of Excellence for Rural Development	Livelihood Improvement, WASH, Health, Women Empowerment, IDP support	Peshawar
Participatory Rural Development Society	WASH, Health, Livelihood Improvement, Small-Scale Infrastructure Development and Community Development	Peshawar
Community Research and Development Organization (CRDO)	Education, Health, Community Development, Humanitarian Assistance, Emergency Response, Livelihood Improvement	Peshawar
Peace and Development Organization (PADO)	Education, Livelihood Improvement, WASH, IDP Support, Humanitarian Assistance	Peshawar
Sarhad Rural Support Program (SRSP)	WASH, Health, Education, Community Empowerment and Economic Development, Vocational Training, Gender	Peshawar
Initiative for development and empowerment Axis(IDEA)	WASH, Humanitarian Relief, Livelihood, Food Security, Education, Health	Peshawar
Care International (with Local partners)	Women Empowerment, Health, Food Security, Emergency Response, Education	Peshawar
Pakistan Lions Youth Council (PLYC)	Health, Education, Governance, Peacebuilding, Disaster Management, Human Rights and Gender Based Violence, Economic empowerment	Multan
Friend Welfare Organization	Emergency Response, Education, Livelihood Improvement, Community Development, Women Empowerment	Mansehra

Source: Interviews conducted by JICA Study Team and websites of the NGOs.

8.2.3 Coordination and Collaboration with Other Donors

With regard to strengthening the capacity of local governments in the NMDs, an LGS working group has been organized to coordinate with donor agencies. Regular coordination and consultations chaired by the Director of LGS are held together with project representatives from GIZ, UNDP, and UNICEF as members. Depending on the agenda, related organizations such as LGE&RDD and Water and Sanitation Services Companies (WSSC) participate in the coordination meetings.

GIZ has been working for a long time to strengthen the capacity of local governments in the NMDs and has already agreed to conduct training for new council members in three districts of the NMDs where local elections have already taken place. It is also working on the development of planning and budgeting training modules. UNDP is also assisting KP province and the NMDs in local governance and development planning and has expressed its support for the implementation of training for council members in the NMDs. When conducting training for local governments, coordination with GIZ and UNDP is required.

In the NMDs, FAO is implementing projects in the agriculture sector, and UNICEF is implementing projects in the education and health sectors. Therefore, it is necessary to coordinate with them when implementing a project for these sectors.

In addition, the World Bank, USAID and FCDO provide funding for projects implemented by UN agencies and others in the NMDs. Hence, it is advisable to confirm the aid policies of such agencies and coordinate with them as necessary.

8.3 Considerations for the Implementation Structure at the Community Level

8.3.1 Collaboration with Local Communities

Despite the merger of the former FATA and KP Province, the local community in the NMDs continues to live in their traditions. Due to the prolonged conflict, most of the population seem unfamiliar with modern administrative systems, since they have limited experience on government services and development projects. Due to the circumstance and the lack of solid foundation for extrinsic interventions, cooperation and understanding of clan leaders or elders such as Marik are essential preconditions for external supports[28]. During the formulation of any projects, it is important to build trust and have a clear understanding among the local populations not only for the sake of the beneficiaries, but also for the decision-makers in the communities. Thereafter, a project fosters internal changes in the affected local population in collaboration with local leaders.

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[28] Local Government, Elections and Rural Development Department, Mohmand District (Interview date: 29 April 2021)

8.3.2 Utilization of Existing Systems

A project management system shall be developed while preserving the traditional governance system used by local authorities such as Marik and religious leaders. On the other hand, there is a need to push the local government when it comes to the transformation to a modern governance system. Administrative entities in a district and a teshil can be utilized as one under the KP Province, since they have been existing even during the FATA period. However, there was no formal administrative entity in villages and union council during the FATA period. Previously, such roles [29] were filled by local jirga and political agents appointed by the provincial government. During the transition period, jirga elders are expected to participate as members of village and union councils. Thus, integrating existing local resources into a project management system appears to be a viable option.

8.3.3 Dealing with Political Intervention

The study found that local government officers had some concerns regarding political interventions. There is a possibility that politicians at both the national and local levels may intervene[30]. After the local elections, clan leaders such as Marik could become local council members, and they might use their traditional authority to intervene in these affairs. Although we need to respect their opinions since the council members represent the voices of the local population, it should be done in limited cases without any illegality and/or inappropriateness. Nevertheless, in the NMDs, those who are not familiar with modern governance systems are expected to be elected so that they can intervene inappropriately in local administrative affairs. To prevent their inappropriate intervention in a project, it is important to explain clearly the scope of a project and areas of cooperation to the local council members.

8.4 Considerations on Technical Cooperation

8.4.1 Transition to a New Local Government System

The first phase of local elections was held in December 2021 and the second phase is scheduled to be held in March 2022. It is necessary to continue monitoring the progress to ensure that the local elections will be held as planned, that the election results will be announced, and that local governments will be established without any problems in the seven districts of NMDs where local elections will be held for the first time. In addition, even if local elections are successfully held and local governments are constituted, there will be significant challenges in reallocating administrative officers and improving administrative facilities and equipment until the new

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[29] Takashi Kurosaki, Professor of Hitotsubashi University (Interview date: 8 February 2021)
[30] This issue was raised by the participants of the pilot training sessions, as well as local government officers who had been interviewed.

system is functional. Hence, it is necessary to follow up on the updated information on the process of transition to the new system and the problems faced, and reflect them in the content of the project. The Rules of Business under the Local Government Act 2019, which is in the final stages of approval and will be revealed soon, should be understood, as well as the division of roles and operational procedures of the provincial government, district administrations, tehsil governments and village and neighborhood councils should be understood before deciding on the content and policies for capacity building.

8.4.2 Selection of Target Areas

(1) Security

Safe security condition concerning mobilization of staff concerned is a precondition for any kind of project implementation. The NMDs that are located close to Afghanistan could be affected not only by the security situation in Pakistan, but also by the situation in Afghanistan. Therefore, monitoring of security situations in Pakistan and neighboring countries is essential when selecting target areas.

(2) Areas for Cooperation

Traditional social structure still exists in the NMDs. Securing cooperation from local traditional leaders is the first step of intervention as what experienced donors and local NGOs did. It would be difficult for donors to implement a project without the cooperation of the local people, especially the elders.

(3) Balance Among Areas

The balance of intervened areas should be considered. Donor support is typically concentrated in areas with stable security, cooperative populations and proximity to cities such as Peshawar. However, concentrating too many resources in particular districts might exclude remote districts with greater levels of instability. This exclusion may negatively affect marginalized districts and create public frustration. In addition to considering the preconditions mentioned in (1) and (2), it is necessary to consider balance among the areas, as well as appropriate collaboration and demarcation, by paying particular attention to government and donor assistance in the areas.

8.4.3 Selection of Beneficiaries

(1) Ethnic Balance

There are ethnic and religious minorities in the NMDs, although Pashtun is the ethnic majority in KP Province. Even majority Pashtun can be divided into a number of tribal groups and clans. It is necessary to understand ethnic diversity in the region. To avoid exclusion of some groups,

it is important to understand social conditions and history of the target areas before selecting target groups. We should carefully examine the local information from surveyors, because collected information may be biased considering characteristic of surveyors[31].

(2) Gender

The consciousness of local population in the NMDs on the issue of gender is conservative in general. Under the conservative tradition, women tend to be excluded from getting educational opportunities and working outside. Considering strong objections from conservative populations, it is significantly difficult to implement a gender mainstreaming project as a primary objective, although advocacy on participation and empowerment of women and LGBT issues would be important. Consensus building for family members and community shall be a precondition for formulating and implementing a project targeting women and sexual minorities.

(3) Promotion of Youth Participation

Youth should be involved in any kind of projects. Traditionally, elders have strong authority in KP Province, especially in the NMDs. Thus, elders have to be involved as a prominent player in the preparation and implementation of projects during the transition period. However, the established elders tend to dominant decision making and to exclude the youth. For the purpose of social transformation in the medium- to long-term, it is important to involve youth, who tend to be marginalized and unemployed, in project activities as much as possible.

(4) Literacy

Education level, particularly female literacy ratio in the NMDs, tends to be lower in KP Province due to the limited opportunities for education. Although local government officers have basic literacies and capacities since they are recruited through examinations, the number of local officers is insufficient. Increasing the number of local officers seems to be a significant challenge for expanding administrative service delivery in the region. It may have to consider recruiting local officers who may not fulfill minimum requirements due to lack of educated local populations and a history of outside intervention being problematic. Rather than selecting trainees who fulfill minimum requirements, training programs should be developed and customized considering the basic literacies of trainees.

(5) Accessibility to Projects

Villages in the NMDs are scattered and there are insufficient road networks among the villages. Accessibility of the target areas and personnel should be considered in the implementation of

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[31] There were some cases that local surveyor failed to get correct information because of difference of clan, especially in case of confrontation between clans of surveyor and interviewees.

projects in the NMDs or holding training sessions inviting local government officers from the NMDs. Accessibility includes not only physical factors such as road networks and availability of transportation, but also social factors such as the conservative nature of the communities. The assignment of relevant person who can enter the target area, as well as requirement of mobilization of local populations, especially in women to Peshawar, should be considered.

8.4.4 Others

(1) Utilization of IT Tools

Smartphones and social media platforms such as WhatsApp and Facebook have recently gained popular in Pakistan. They have a status symbol among the youth despite restricted access in the NMDs due to the limited area coverage[32]. The use of social media has been criticized for exposing the youth to extremism and false information. However, through the improvement of media literacy of concerned beneficiaries concerned, positive impacts are expected, which can be utilized for project monitoring, securing accountability and boosting the public relations activities of projects.

(2) Utilization of Pioneer Examples

Decentralization and capacity building experience in public service delivery in Pakistan, especially in KP province, can be utilized and adopted to the NMDs. In addition, JICA's experiences on strengthening local governance in other conflict-affected countries can be referred to. During the pilot training sessions, participants expressed their interests in these experiences. However, they tended to focus on the difference between the NMDs and other cases, especially for different contexts. They could not identify common aspects and general lessons that could be applied to the NMDs[33]. This experience implies that a training session of cases from other countries should be developed in consideration of the context and similar issues in the NMDs.

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[32] Takashi Kurosaki, Professor of Hitotsubashi University (Interview date: 8 February 2021)
[33] There was limitation of detail explanation by Japanese trainers due to the online sessions.

ANNEX:

List of Interviewed Organizations

I. Government of Khyber Pakhtunkhwa

No.	Organization	Location	Date of Interview	Interviewee/ Contact Person	Position	Method
KP-01	Local Government, Elections and Rural Development Department, Government of KP	Peshawar	26-Mar-21	Akthar Muneer Habib u Rehman Dil Nawaz Khan Wazir	Deputy Director Operation Assistant Director Merged Area	In person
KP-02	Planning and Development Department, Government of KP	Peshawar	29-Mar-21	Shahid Gul Haseeb Bukhari Hizbulah Khan	Research Officer Research Officer Deputy Director Sustainable development Unit	In person
KP-03	Administration Department, Government of KP	Peshawar	2-Apr-21	Muhammad Ayub	Section Officer	In person
KP-04	Communication and Works Department, Government of KP	Peshawar	30-Mar-21	Jalal Ud Din Mahsood	Project Director	In person
KP-05	Elementary and Secondary Education Department, Government of KP	Peshawar	24-Mar-21	Mr Abdul Waheed	Senior Planning Officer	In person
KP-06	Agriculture Department, Government of KP	Peshawar	1-Apr-21	Muhamammad Israr Ahmad Saeed Dr Rauf	Secretary Agriculture, Project Incharge Olive Program DG Agriculture Research KP	In person
KP-07	Social Welfare Department, Government of KP	Peshawar	25-Mar-21			
KP-08	Bureau of Statistics, Government of KP	Peshawar	25-Mar-21	Mr Khaleequr Rehman	Director	In person
KP-09	KP Commission on the Status of Women (KPCSW)	Peshawar	5-Mar-21	Dr. Riffat Sardar	Chairperson	In person
KP-10 & 11	Local Council Board and Tehsil Municipal Administration and WSSP	Peshawar	16-Jun-21	Mr. Saeed Rehman Amir Shoaib Khan Jahangir Khan	Additional Secretary Local Council Board. Tehsil Officer Finance TMA Kohat General Manager Internal Audit and control WSSP	In person

II. Other Government Agencies/Institutions

No.	Organization	Location	Date of Interview	Interviewee/ Contact Person	Position	Method
OG-01	Provincial Disaster Management Authority (PDMA)	Peshawar	18-Mar-21	Mr Sharif Hussain Mr Saifullah Zafar	Director General Deputy Director Complex Emergency Wing	In person
OG-02	Small and Medium Enterprises Development Authority (SMEDA), Khyber Pakhtunkhwa Province	Peshawar	19-Mar-21	Rashid Aman	Provincial Chief	In person
OG-03	Local Governance School	Peshawar	17-Mar-21	Barkatullah Khan Durani Kaleemullah Salma Khan	Director LGS Training Officer Assistant Director	In person

No.	Organization	Location	Date of Interview	Interviewee/ Contact Person	Position	Method
OG-04	Khyber Pakhtunkhwa Technical Education and Vocational Training Authority (TEVTA)	Peshawar	17-Mar-21	Engineer. Abid Iqbal Engineer: Nasirud Din	Director (HR and admin) Deputy Director (academic)	In person
OG-05	Pakistan Academy for Rural Development (PARD)	Peshawar	16-Mar-21	Gohar Saeed Asmatullah Shah	Field Research Specialist/Additional Director Training Instructor Sociology	In person
OG-06	National Centre for Rural Development (NCRD)	Islamabad	26-May-21	Mr Israr Muhmmad Khan Mr Abdur Razzaq	Director General Director Admin	In person

III. District Level Administration Offices

No.	Organization	Location	Date of Interview	Interviewees	Position	Method
DD-Khyber-01	Deputy Commissioner	Khyber District	05-May-21	Mr. Noor Wali Khan	Additional Deputy Commissioner	In person
DD-Khyber-02	Local Government, Elections and Rural Development Department	Khyber District	19-May-21	Kashif Rehman	Assistant Director Khyber	In person
DD-Khyber-03	Planning and Development Department	Khyber District	21-May-21	Mr. Muhammad Uamair	District Planning Officer	In person
DD-Khyber-04	Communication and Works Department	Khyber District	20-May-21	Mr.Sadiqullah Mr.Javed Khan Mr.Awais Rehman Mr.Waqarullah	Subdivision Officer Sub Engineer Sub Engineer Sub Engineer	In person
DD-Khyber-05	Elementary and Secondary Education Department	Khyber District	20-May-21	Mr.Hayat Khan Mr. Sheendi Gul	Deputy District Education Officer (DDEO) Assistant District Education Officer (ADEO)	In person
DD-Khyber-06	Agriculture Department	Khyber District	19-May-21	Mr Ziaul Islam Dawar Mr Javed Habib Afridi Dr Tayyab Mohammad Ms Nusrat Shaheen	District Director Agriculture Agriculture Officer Agriculture Officer Subject Matter Specialist	In person
DD-Khyber-07	Social Welfare Department	Khyber District	21-May-21	Ubraid Rehman Ijlal Naeem Ibrar Ahmad	Deputy Director NMD District Social Welfare Officer Khyber Assistant Director NMD	In person
DD-Khyber-08	Population Welfare Department	Khyber District	20-May-21	Muhammad Ibrahim	Accountant Assistant	In person
DD-Mohmand-01	Local Government, Elections and Rural Development Department	Mohmand District	29-Apr-21	Sadiq Ali Kitab Shah	Assistant Engineer Sub Engineer	In person

No.	Organization	Location	Date of Interview	Interviewees	Position	Method
DD-Mohmand-02	Planning and Development Department	Mohmand District	29-Apr-21	Ifthikar Ahmad Muhammad Irshad	Assistant Planning Officer Sub-Engineer Project	In person
DD-Mohmand-03	Communication and Works Department	Mohmand District	29-Apr-21	Mr Akhtar Gul Mr Zahoor Ahmad	Sub Engineer Sub Engineer	In person
DD-Mohmand-04	Elementary and Secondary Education Department	Mohmand District	29-Apr-21	Mr Amir Badshah Mr Fazli Yazdan Mr Abdul Majeed	Assistant District Education Officer Superintendent Accountant	In person
DD-Mohmand-05	Health Department	Mohmand District	04-May-21	Dr Muhammad Hayat Khan	District Health Officer	In person
DD-Mohmand-06	Agriculture Department	Mohmand District	30-Apr-21	Mr Ayaz Khan	Agriculture Officer	In person
DD-Mohmand-07	Social Welfare Department	Mohmand District	04-May-21	Imran Khan	District Officer Social Welfare	In person
DD-Mohmand-08	Population Welfare Department	Mohmand District	30-Apr-21	Inamullah Khan	Accountant Assistant	In person
DD-Kohat-01	Deputy Commissioner	Kohat District	08-Jun-21	Mr Samiur-Rahman	Additional Deputy Commissioner Finance and Planning	In person
DD-Kohat-02	Local Government, Elections and Rural Development Department	Kohat District	09-Jun-21	Mr. Aleem Marwat Mr. Rizwanullah	Assistant Director LGRD Kohat Assistant Engineer	In person
DD-Kohat-03	Planning and Development Department	Kohat District	10-Jun-21	Muhammad Ayaz	Technical Officer	In person
DD-Kohat-04	Communication and Works Department	Kohat District	10-Jun-21	Mr Saeed Ullah Mr Sarfaraz Khan	Sub divisional Officer Sub Engineer	In person
DD-Kohat-05	Elementary and Secondary Education Department	Kohat District	10-Jun-21	Mr Muhammad Arshad Sharif Mr Farooq Sarwar	Assistant District Education Officer Planning and Development (Male) Assistant Programmer(Male)	In person
DD-Kohat-06	Health Department	Kohat District	14-Jun-21	Mr. Dr. Muhammad Syed Samin	DHO Health	In person
DD-Kohat-07	Agriculture Department	Kohat District	09-Jun-21	Mr Muhammad Shoaib	Agriculture Officer	In person
DD-Kohat-08	Social Welfare Department	Kohat District	10-Jun-21	Zahid Khan	Auxiliary Worker	In person
DD-Kohat-09	Population Welfare Department	Kohat District	11-Jun-21	Dr.Aminullah Khan	Deputy Demographer	In person

IV. Subdivision/Tehsil Level Administration Offices

No.	Organization	Location	Date of Interview	Interviewees	Position	Method
DT-Khyber-01	Assistant Commissioner	Khyber District	20-May-21	Jawad Ali	Assistant Commissioner Jamrud	In person
DT-Mohmand-01	Assistant Commissioner	Mohmand District	04-May-21	Dr Mohsin Habib	Assistant Commissioner	In person
DT-Kohat-01	Assistant Commissioner	Kohat District	11-Jun-21	Mr Talha Zubair	Assistant Commissioner	In person
DU-01	Union Council Secretary	Kohat District	15-Jun-21	Hassan Raza	Neighborhood Councils Secretary KDA and Jangle Khail	In person
DV-01	Village Representative Group	Kohat District	15-Jun-21	Mr Zahid Mahmood Mr Waseem Khan	Supervisor LGRD Village Secretary	In person

V. Donor Agencies

No.	Organization	Location	Date of Interview	Interviewee/ Contact Person	Position	Method
DN-01	UNDP	Islamabad	14-May-21	Mr. Jakhongir Khaydarov	UNDP Peshawar Office Head	Online
DN-02	UNICEF (Peshawar)	Peshawar	28-Apr-21	Syed Fawad Ali Shah Ms. Farzana Yasmin	Education Coordinator Child Protection sub-sector chair	Online
DN-03	UN Women	Peshawar	27-Apr-21	Ms. Zainab Qaiser Khan	Women Empowerment sub-sector chair	Online
DN-04	FAO	Islamabad	7-May-21			Online
DN-05	GIZ	Islamabad	11-Jun-21	Ms. Heidi Herrmann	In charge of projects targeting host/refugee communities in KP	Online
DN-06	Foreign, Commonwealth and Development Office (FCDO) (Former DFID)	Islamabad	21-May-21	Ms. Kim Bradford	Team Lead in Education Sector Working Group	Online
DN-07	Commissionerate Afghan Refugees / UNHCR	Peshawar	12-Mar-21	Mr. Arefu Araki	Senior Solutions & Development Officer (JICA Focal Person)	Online
DN-08	WFP	Peshawar	21-May-21	Dr Ijaz Habib		Online
DN-09	UNFPA	Peshawar	26-Apr-21	Ms. Mahjabeen Qazi	GBV (Gender-based Violence) sub-sector chair	Online

VI. NGOs

No.	Organization	Location	Date of Interview	Interviewee/ Contact Person	Position	Method
NGO-01	Pakistan Poverty Alleviation Fund (PPAF)	Islamabad	6-Jun-21	Ms Ayesha Salma	Group Head Quality Assurance, research and Design	In Person
NGO-02	Sarhad Rural Support Programme (SRSP)	Peshawar	11-Mar-21	Mr Masood ul Mulk	Chief Executive Officer	In Person

No.	Organization	Location	Date of Interview	Interviewee/ Contact Person	Position	Method
NGO-03	Islamic Relief Pakistan, Peshawar Office	Peshawar	11-Mar-21	Syed Ibrar Hussain Muhammad Wasim	Area Program Manager Operation and Supply chain Program Officer Advocacy and campaigning	In Person
NGO-04	Peace and Development Organization (PADO)	Peshawar	12-Mar-21	Mr Mohmmad Furqan	Program Manager	In Person
NGO-05	Community Research and Development Organization (CRDO)	Peshawar	10-Mar-21	Mr Imran Inam	Chief Executive Officer	In Person
NGO-06	Participatory Rural Development Society (PRDS)	Peshawar	10-Mar-21	Arjumand Shah Ejaz Khan Syed Ali Shah	Head of Program Field Coordinator Executive Director	In Person
NGO-07	Center for Excellence for Rural Development	Peshawar	09-Mar-21	Wajid Ali Khatack Taj Ali	Company Secretary Program Manager Health and Nutrition	In Person
NGO-08	Pakistan Red crescent / International Committee of the Red Cross, KP Branch	Peshawar	11-Mar-21	Saeed Kamal Mahsud Muhammad Amjid Sohail	Provincial Secretary Provincial Program Officer	In Person
NGO-09	Initiative for Development & Empowerment Axis (IDEA)	Peshawar	12-Mar-21	Muhammad Rafique	Manager Monitoring and Evaluation M&E	In Person
NGO-10	Concern Worldwide	Islamabad	6-May-21	Mr. Muhammad Usman Ayub		Online

VII. Research Institutes

No.	Organization	Location	Date of Interview	Interviewee/ Contact Person	Position	Method
RI-01	Centre for Research and Security Studies（CRSS）	Islamabad	22-Apr-21	Mr. Imtiaz Gul	Executive Director	Online

VIII. Japanese Government / Agencies/ University/NGO

No.	Organization	Location	Date of Interview	Interviewee/ Contact Person	Position	Method
JP-01	Japan Embassy in Pakistan	Islamabad	29-Jun-21	Mr. Ishii Mr. Doi	Counsellor Registrar	Online
JP-02	Japan International Cooperation Agency	Japan	18-Mar-21	Mr. Masaki Morikawa	Technical Advisor, Social Infrastructure Dept.	Online
JP-03	Hitotsubasi University	Japan	2-Feb-21	Prof. Kurosaki Takashi	Professor of Economy Department, Hitotsubasi University	Online
JP-04	Peace Village United	Japan	24-Mar-21	Onoyama Ryo	President of Peace Village United	Online