



00084531: Decentralization and Local Governance Project

Annual Progress Report

January – December 2017

PROJECT SNAPSHOT

Date:	January- December 2017			
Award ID:	00070684			
Project ID:	00084531			
Project Title:	Decentralization and Local Governance Project			
Project Start Date:	March 2013			
Project End Date:	December 2017			
Implementing Partner:	UNDP			
Responsible Parties:	Local Government Department KP and Law, Parliamentary Affairs and Human Rights Department			
Project Budget (all years):	\$ 15,700,835/-			
Core Resources:	\$ 15,000,000/-			
Non-Core Resources:				
Government contribution:				
Donor 1				
Donor 2				
<p>Project Brief Description and Outputs: Decentralization & Local Governance (D&LG) is a multi-year, multi-tier, multi sector and multi-stakeholder project launched by UNDP Pakistan to strengthen participatory federalism and decentralization against the backdrop of 18th Constitutional Amendment (2010). The Project views the 18th Amendment through a governance, development and public policy lens and identifies strategic areas of intervention to transition management of democratic devolution at federal, provincial and local levels. The core objective of the project is to assist institutional mechanisms to strengthen effective service delivery for peace and development and ultimately contribute to the Sustainable Development Goals.</p> <p>D&LG Project has four outputs:</p> <ul style="list-style-type: none"> • Constitutional Federal organs are successfully established to conduct devolution related duties and are supported on policy, regulatory and supervisory roles. • Provincial Governments are technically supported to develop legislative, institutional and policy frameworks on devolved subjects. • Local Governments incorporate and use methodologies of participatory development planning, implementation and monitoring. • Decentralization and local governance is integrated in advocacy and civil society agenda. 				
Overall Project Quality Rating (mark on the scale of 1 to 5 as per the following criteria):				
Exemplary (5) *****	High (4) ****	Satisfactory (3) ***	Poor (2) **	Inadequate (1) *
All outputs are rated High or Exemplary	All outputs are rated Satisfactory or higher, and at least two criteria are rated High or Exemplary	One output may be rated Poor, and all other criteria are rated Satisfactory or higher	Two outputs are rated Poor, and all other criteria are rated Satisfactory or higher	One output is rated Inadequate, or more than two criteria are rated Poor
Budget 2017	1,466,302			
Expenditure 2017	1,296,674			
Delivery %	88%			

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1. INTRODUCTION

The 18th Amendment to the Constitution of Pakistan represents a landmark in the history of Pakistan, both on the political front, as well as in terms of governance reforms. The amendment has redefined the structural contours of the state through a paradigm shift from a heavily centralized to predominately decentralized federation which will also heavily impact on the lives of the citizens of Pakistan.

The Amendment introduced reforms which gave unprecedented autonomy to provinces in legislative, fiscal and administrative domains these include expanding provincial exclusivity in social sector governance by devolving all subjects related to local governance, human rights, social welfare, education, environment, health, labor, sports, women development, minorities' affairs and youth affairs. However, the implementation and institutionalization of decentralization faces significant challenges in a state, which has a strong legacy of a dominant center.

In light of these changes, provincial governments need support to take advantage of the new constitutional power arrangements and to develop context specific legislative, institutional and policy frameworks. Therefore, the Decentralization and Local Governance (D&LG) project was designed by UNDP, Pakistan whose core objective is to develop institutional mechanisms for effective, responsive and accountable service delivery for peace, development and ultimately contribute towards the Sustainable Development Goals.

In designing and delivering its support the project's mandate is anchored in inclusive human development; that is leaving no one behind in actively improving people's lives, creating concrete opportunities and creating an enabling environment for all right holders to claim the national and international human rights owed to them, from duty bearers. The project links its outputs specifically with the Vision 2025 of the Government of Pakistan through its Pillar I- Putting People First – developing Human & Social Capital and Pillar III- Strengthening institutions and deliver the benefits of devolution of powers to provincial governments as prescribed in the 18th Amendment.

2. SITUATION ANALYSIS

Pakistan like many other developing countries faces significant structural impediments that constrain its efforts to alleviate poverty and promote sustainable social development. Unequal distribution of wealth, unstable democratic system, weak institutional structures, lack of transparency and accountability, lack of skilled human resource and vulnerability to disaster and climate change are amongst key challenges that Pakistan is facing.

Through the Decentralization and Local Governance project UNDP aims to contribute towards Pakistan's governance challenges by strengthening the capacity of federal, provincial and local level institutions to develop robust institutional, legal and administrative mechanisms to support decentralized service delivery.

At the federal level the project envisions to provide technical support to the Council of Common Interest Secretariat through policy, institutional and advocacy support. During the past year, this support could not materialize due to lack of availability of financial resources and the Federal Government's reluctance to establish a permanent secretariat of the CCI. However, during the last quarter of 2017, the CCI positioned itself as an important stakeholder in the Federation of Pakistan through its consensus building efforts and decisions on oil and gas and the census of Pakistan.

At the provincial level, the 18th Amendment brought about a paradigm shift in the architecture of governance in Pakistan by providing unprecedented autonomy to provinces in legislative, fiscal and administrative domains. However, provincial inaction, lack of existing capacities and lack of strong institutional and legal frameworks on devolved subjects have resulted in non-realization of the results of the 18th Amendment. To address these challenges, the project targeted its support towards two main line departments in 2017 that include; Law, Parliamentary Affairs and Human Rights Department and Local Government Department. The technical assistance revolved around policy, institutional and capacity building support through providing operational substance, innovative solutions and implementation support for decentralized governance mechanisms.

At the local level, the provisions of Article 140-A of the Constitution of Pakistan makes it mandatory upon provinces to devolve authority, power and resources to elected local governments. Provinces have made progress in decentralizing authority for service delivery through different Local Government Acts in all four provinces, however little progress has been made in empowering these local governments. The D&LG project in 2017 through its community-level interventions empowered youth councilors in 1 district in KP to act as agents of change within their communities to enhance resilience and socio-economic stabilization of vulnerable populations.

3. PROJECT PERFORMANCE AND RESULTS

3.1. Contribution towards Country Programme Outcome¹

CPAP Outcome: Strengthened Decentralized Governance			
Indicator(s): Number of gender-sensitive legislative reforms; capacity-building initiatives that facilitate implementation of the 18th Amendment;	Baseline: 18 th Constitutional Amendment passed in 2010 and provinces to pass necessary legislation and reorganization to complete the process	Target(s): 1 Gender-sensitive legislative reforms; 3 Capacity building initiatives	Achievement(s): 1. Technical assistance in articulation of a draft bill for the Protection of Transgender & Intersex Persons. 2. Trained 144 line departments officials including 30 women functionaries from 15 administrative departments at the provincial level in KP on their roles, responsibilities 3. Developed a resource kit and trained 14 district attorneys, deputy district attorneys and KP Directorate of Human Rights officials. 4. Provided the KP Human Rights Directorate with an information management system for data collection, analysis and reporting.
Description of output level high/outcome level <u>results achieved</u> in 2017: In order to contribute towards the progress of CPAP outcome the project undertook 1 gender-sensitive legislative reform; 3 capacity-building initiatives. [CPD#47.1]. The project outputs two contributed towards CCPAP outcome of strengthened decentralized governance. Under			

¹ Outcomes describe the intended changes in development conditions that result from the interventions of governments and other stakeholders, including international development agencies such as UNDP. They are medium-term development results created through the delivery of outputs and the contributions of various partners and non-partners. Outcomes provide a clear vision of what has changed or will change globally or in a particular region, country or community within a period of time. They normally relate to changes in institutional performance or behavior among individuals or groups. Outcomes cannot normally be achieved by only one agency and are not under the direct control of a project manager.

gender-sensitive legislative reforms, the project supported the National Commission of Human Rights in development of a draft bill for for the Protection of Transgender & Intersex Persons.

Three capacity building initiatives were undertaken which lead to positive progress for the outcome indicator these include a) building capacity of line departments officials at the provincial level on rights based governance b) Development of a resource kit and training of trainers for district front line officers in KP and c) Rights based data collection, analysis and reporting strengthened through establishment of a management information system for Directorate of HR KP.

Promotion and Protection of Vulnerable Populations

D&LG in collaboration with National Commission on Human Rights provided technical assistance in articulation of a draft bill for the Protection of Transgender & Intersex Persons **[CPD 47.1]** in Pakistan along with the proposed amendments in the existing Penal Code. In terms of Action leading to the above, UNDP along with UNAIDS, UN Women, ILO and the UNRCO – in collaboration with the National Commission on Human Rights - coordinated a comprehensive series of consultations with Trans Gender (TG) persons and groups along with Human Rights groups and relevant government stakeholders from all the 4 provinces of Pakistan on the issue of developing legislative umbrella for the protection of the TG persons in Pakistan. UNDP and its partners' intensive spate of advocacy and coordination with legislators, federal government authorities, HRIs and provincial governments – along with technical assistance from the UNDP Pakistan has led to the articulation of a draft bill for the 'Protection of Transgender & Intersex Persons,' in Pakistan along with proposed amendments in the existing Penal Code. **[E1] (Output 2)**

Strengthened capacity of human rights department's & institution's officials in KP

In order to build the capacity of officials of line departments on their roles, responsibilities and mandate UNDP trained 144 line departments' officials including 30 women functionaries from 15 administrative departments with a special focus on National Commission on the Status of Women **[CPD 47.1]**. Through these trainings the Government of KP was able to fulfil its Universal Periodic Review reporting obligation to the Federal Government. **[E2]**

In addition, trainings at the district level strengthened the capacity of district officials to understand decentralized rights based governance mechanisms this was achieved through development of resource kit and training module which was used to provide trainings for 14 district attorneys, deputy district attorneys and KP Directorate of Human Rights officials. This pool of master trainers trained 93 officials (20 women) from KP **[CPD 47.1 [E2]**

To improve provincial rights based data collection, analysis and reporting mechanisms UNDP provided the KP Human Rights Directorate with an information management system. **[CPD 47.1]** The system is currently a work in progress and is expected to be completed in the first quarter of 2018. **[E3] (Output 2)**

Means of Verification:
 E-1 Draft Bill Protection of Transgender & Intersex Persons in Pakistan
 E 2- Training Reports fundamental rights post 18th amendment, UPR mechanisms and Pakistan reporting, treaty body reporting system
 E 3- Prototype Design Management Information System

3.2. Progress towards Project Results/Outputs²

Project Output I: Constitutional Federal organs are successfully established to conduct devolution related duties and are supported on policy, regulatory and supervisory roles.				
Indicator(s): Indicator 1.1: Extent to which an independent secretariat of CCI is established and functional Scale: 1= Not established 2= CCI established but not functional 3= CCI established but partially functional 4= CCI established and well functional	Baseline: Baseline 1.1: 1=No independent secretariat established	Target(s): Targets 1.1: 2= CCI established but not functional (Institutional design of CCI developed & consensus reached between provinces)	Achievement(s): No Progress under this output	
Description of output level <u>results achieved</u> in 2016: Target 1.1 The project could not deliver any planned activities under this output due to lack of availability of financial resources. Moreover the Federal Government's reluctance to establish a permanent secretariat of CCI has also contributed to lack of interest of development partners to undertake initiatives with the CCI temporary secretariat.				
Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria):				
Exemplary (5) *****	High (4) ****	Satisfactory (3) ***	Poor (2) **	Inadequate (1) *
The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to targeted outcomes	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality	Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes

² Outputs are short-term development results produced by project and non-project activities. They must be achieved with the resources provided and within the time-frame specified (usually less than five years).

Project Output II: Provincial Governments are technically supported to develop legislative, institutional and policy frameworks on devolved subjects.			
<p>Indicator(s):</p> <p>Indicator 2.1: Extent to which technical capacity of provincial departments & institutions on decentralized governance is enhanced</p> <p>Scale: 1= No capacity 2= Very partial capacity 3= Partial capacity 4= Capacity largely in place</p> <p>Indicator 2.2: Extent to which inter-provincial coordination is improved</p> <p>Scale: 1= Not at all 2= to a very partial extent 3= to some extent 4= to a significant extent 5= to full extent</p>	<p>Baseline:</p> <p>Baseline 2.1: 1= No capacity (Technical support provided to KP Law Dept. workshops & trainings on HR protection mechanisms</p> <p>Baseline 2.2: 2= to a very partial extent (4 inter-provincial meetings held, none institutionalized yet)</p>	<p>Target(s)</p> <p>Targets 2.1: 2= Very partial capacity (HR policy development, trainings & technical assistance to HR institutions, policy recommendations to ensure TGs have access to fundamental rights)</p> <p>Target 2.2: 2= Very Partial Capacity (2 interprovincial meetings organized and at least 1 institutionalized in departments)</p>	<p>Achievement(s):</p> <ul style="list-style-type: none"> • 2.1.1 Trained 144 line departments officials including 30 women functionaries from 15 administrative departments at the provincial level in KP on their roles, responsibilities • 2.1.1 Developed a resource kit and trained 14 district attorneys, deputy district attorneys and KP Directorate of Human Rights officials. • 2.1.1: Provided the KP Human Rights Directorate with an information management system for data collection, analysis and reporting. • 2.1.2 Technical assistance in articulation of a draft bill for the Protection of Transgender & Intersex Persons. • 2.2.1 Enhanced interprovincial coordination through interprovincial meetings on Local Governance and Rights Development
<p>Description of output level <u>results achieved</u> in 2017:</p> <p style="text-align: center;">Target 2.1</p> <p>Promotion and Protection of Vulnerable Populations</p>			

D&LG in collaboration with National Commission on Human Rights provided technical assistance in articulation of a draft bill for the Protection of Transgender & Intersex Persons **[CPD 47.1]** in Pakistan along with the proposed amendments in the existing Penal Code. In terms of Action leading to the above, UNDP along with UNAIDS, UN Women, ILO and the UNRCO – in collaboration with the National Commission on Human Rights - coordinated a comprehensive series of consultations with Trans Gender (TG) persons and groups along with Human Rights groups and relevant government stakeholders from all the 4 provinces of Pakistan on the issue of developing legislative umbrella for the protection of the TG persons in Pakistan. UNDP and its partners' intensive spate of advocacy and coordination with legislators, federal government authorities, HRIs and provincial governments – along with technical assistance from the UNDP Pakistan has led to the articulation of a draft bill for the 'Protection of Transgender & Intersex Persons,' in Pakistan along with proposed amendments in the existing Penal Code. **[E1] (Output 2)**

Strengthened capacity of human rights department's & institution's officials in KP
 In order to build the capacity of officials of line departments on their roles, responsibilities and mandate UNDP trained 144 line departments' officials including 30 women functionaries from 15 administrative departments with a special focus on National Commission on the Status of Women **[CPD 47.1]**. Through these trainings the Government of KP was able to fulfil its Universal Periodic Review reporting obligation to the Federal Government. **[E2]**

In addition, trainings at the district level strengthened the capacity of district officials to understand decentralized rights based governance mechanisms this was achieved through development of resource kit and training module which was used to provide trainings for 14 district attorneys, deputy district attorneys and KP Directorate of Human Rights officials. This pool of master trainers trained 93 officials (20 women) from KP [CPD 47.1 **[E2]**

To improve provincial rights based data collection, analysis and reporting mechanisms, UNDP provided the KP Human Rights Directorate with an information management system. [CPD 47.1] The system is currently a work in progress and is expected to be completed in the first quarter of 2018. **[E3]**

Target 2.2

Increased interprovincial Coordination through interprovincial meetings on Local Governance and Health Governance

UNDP organized two interprovincial meetings in areas of local governance and rights development. The two-day meetings included participants from relevant line departments from all four provinces across Pakistan. The meetings deliberated on strengthening legislative, institutional and data collection dimensions of improving governance mechanisms in the post devolution scenario. The meetings provided the four provinces an opportunity to discuss their approaches challenges and best practices towards governance reforms after the 18th amendment. **[E4]**

Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria):

Exemplary (5) *****	High (4) ****	Satisfactory (3) ***	Poor (2) **	Inadequate (1) *
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The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to targeted outcomes	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality	Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes
<p>Means of Verification:</p> <p>E-1 Draft Bill Protection of Transgender & Intersex Persons in Pakistan</p> <p>E 2- Training Reports fundamental rights post 18th amendment, UPR mechanisms and Pakistan reporting, treaty body reporting system</p> <p>E 3- Prototype Design Management Information System</p> <p>E-4- Reports on Interprovincial meeting on local governance and rights development and data collection</p>				

<p>Project Output III:</p> <p>Local Governments incorporate and use methodologies of participatory development planning, implementation and monitoring.</p>			
<p>Indicator(s):</p> <p>Indicator 3.1: Extent to which participatory development planning, implementation & monitoring is effectively incorporated in LGs</p> <p>Scale: 1= Not at all 2= to a very partial extent 3= to some extent 4= to a significant extent 5= to full extent</p> <p>Indicator 3.2: Extent to which capacity of LG Departments is enhanced on managing their roles & responsibilities</p> <p>Scale 1= No capacity 2= Very partial capacity 3= Partial capacity 4= Capacity largely in place</p>	<p>Baseline:</p> <p>Baseline 3.1: 2= to a very partial extent (10 VC/NCs in KP provided technical support & trainings, build resilience amongst vulnerable communities in one district in KP</p> <p>Baseline 3.2: 1= No capacity (Cells established in KP & Balochistan only but LGs not</p>	<p>Target(s):</p> <p>Targets 3.1: 3= to some extent (10 VC/NCs supported last year pass their budgets and start implementation, in partnership with LG Department roll out support to other districts and provide specialized trainings to youth, women and minority councillors in resilience building efforts)</p> <p>Target 3.2: 3= Partial Capacity (LG Cells in KP supported to</p>	<p>Achievement(s):</p> <ul style="list-style-type: none"> 3.2.1: Piloted in two districts a local & urban governance dashboard to support evidence based planning, budgeting & implementation process 3.1.1: 261 Youth Councilors from District Swat trained on their roles & responsibilities to act as agents of change within their local communities 3.1.1: 10 Integration support groups established led by youth councilors, village elders & teachers to support communities in resilience building efforts. 3.1.1: 100 vulnerable youth supported through psycho-social support sessions to

	operationalized)	operationalize LGs and act as liaison)	address vulnerabilities arising from a post conflict scenario <ul style="list-style-type: none"> • 3.1.1 100 vulnerable youth imparted livelihood skills and employed in local district markets as apprentices
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Description of output level results achieved in 2017:

Target 3.1

Community interventions to empower and build resilience in communities through youth councillors

In addition, through its community level intervention in 2017, the project empowered youth councillors in district Swat in KP to act as agents of change within their local communities. The idea behind this initiative was to build resilience and socio-economic stabilization of vulnerable population affected by conflict. 261 youth councillors from the district were first trained on their roles and responsibilities, following which 10 integration support group of youth councillors, village elders and teachers were established to support communities in resilience building efforts. Through these groups 100 vulnerable youth affected by conflict in district Swat were identified and received psycho-social support sessions followed by livelihood skills trainings. The psycho-social sessions were organized to address vulnerabilities arising after the Swat conflict in 2008. The livelihood skills provided an opportunity for the youth to enter into formal employment to earn income not only for themselves but for their families as well. **[E6]**

Target 3.2

Effective Local Government Devolution Management

The Local Government Department established a transition cell in 2015 to support the department in transition towards effective local governments. D&LG project has been assisting the department through sector specific experts in this cell who provide assistance in administrative, financial and institutional responsibilities in order to ensure smooth transfer of responsibilities to the elected representatives. During 2017, the project continued this support for the first quarter after which the support extended to the department ceased as Local Government System has completed the transition phase. **(E7)** During 2017, the experts assisted the departments in finalizing the capacity building plans for elected representatives and supported the department in establishing a quarterly newsletter for providing updates on the local government system in KP.

Target 3.2

Operationalizing Local Governments System in KP

UNDP assisted the Local Government Department in KP to pilot a Local and Urban Governance Dashboard. The idea behind piloting this initiative was to strengthen the ability of elected local governments to plan, budget and monitor service delivery using an inclusive approach. Once

the initiative was piloted UNDP generated government buy-in for the system, and will use this to embed the dashboard within the local government system during 2018. This initiative will enable local government in KP to use data from the local level through engagement of citizens to ensure an inclusive evidence based planning, budgeting and monitoring tool to improve local service delivery, which will eventually contribute towards achievement of the SDGs specifically on SDG 16.6, 16.7 and improve decentralized governance mechanisms. **[E5]**
[IRRF# 3.2.2.A.1.1, 3.2.2.A.2.1, 3.2.2.A.3.1]

Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria):				
Exemplary (5) *****	High (4) ****	Satisfactory (3) ***	Poor (2) **	Inadequate (1) *
The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to targeted outcomes	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality	Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes
Means of Verification: E5- Progress report Local and Urban Governance Dashboard E6- Final Report Local Level Disengagement & Rehabilitation E7- Progress Reports Local Government Experts				

Project Output IV: Decentralization and local governance is integrated in advocacy and civil society agenda			
Indicator(s):	Baseline:	Target(s):	Achievement(s):
Indicator 4.1: Extent to which awareness on decentralization & local governance is improved Scale: 1= Not at all 2= To a very partial extent 3= To some extent 4= To a significant extent 5= to full extent	4.1: 1: Not at all (1 seminar on civic engagement in LGs held, advocacy lectures through Pak study group, Citizens information & accountability forum established on RTI, 400 media practitioners trained on D&LG,	4.1: 2= to a very partial extent (RTI Forums established in KP and information requests filed for government accountability)	<ul style="list-style-type: none"> 4.1.1: Citizens information and accountability Forum file at least 50 information requests for government accountability in KP

	devolution diary for public awareness, scoping study on extractives sector governance)			
Description of output level <u>results achieved</u> in 2017:				
Target 4.1				
Citizen Information and Accountability Forum (CIAF), Hangu (Khyber Pakhtunkhwa)				
In Pakistan, it was not until the passage of the 18th constitutional amendment that basic rights such as the right to information was recognized as a fundamental right through Article 19-A of the constitution of Pakistan. UNDP provided support in operationalizing the right to information laws in one district in KP province by setting up 4 citizen's information and accountability forum in 2016. The forum consisted of citizens including representatives of youth, women rights organizations, minority groups, bar associations, traders' association, farmer's association, teachers association, NGOs/CBOs, university faculty, and press clubs. During 2017 these forums were able to increase public demand for transparency and accountability through 50 information requests and community awareness sessions for 500 selected citizens. [E8]				
Overall Output Status (mark the output on the scale of 1 to 5 as per the following criteria):				
Exemplary (5) *****	High (4) ****	Satisfactory (3) ***	Poor (2) **	Inadequate (1) *
The project is expected to over-achieve targeted outputs and/or expected levels of quality, and there is evidence that outputs are contributing to targeted outcomes	The project is expected to over-achieve targeted outputs and/or expected levels of quality	The project is expected to achieve targeted outputs with expected levels of quality	The project is expected to partially achieve targeted outputs, with less than expected levels of quality	Project outputs will likely not be achieved and/or are not likely to be effective in supporting the achievement of targeted outcomes
Means of Verification: E8- Final Report Citizens Information and Accountability Forums				

4. LESSONS LEARNT

The implementation of the project yielded certain key lessons these include:

- Massive constitutional reforms such as the 18th Constitutional Amendment require substantial time, resources, commitment and capacity to translate a federal framework into an effective and sustainable functional reality for the provinces. (CCPAP 4.4 , Project output 1)

- Informal stakeholder forums with participation of different political parties should be undertaken to deepen understanding and implications of 18th amendment, and highlight challenges in implementation. (CCPAPA 4.4, Project output 1)
- There is a need to sensitize federal government and development partners on significance of CCI secretariat (Project output 1)
- UNDP needs to sensitize provincial governments on the significance of resource pooling. (CCPAP 4.4) (Project outputs 1,2,3)
- The use of innovate methods to collect, store, analyze and report data needs to be encouraged in Government institutions and departments (Project outputs 2, 3)
- Project needs strengthen provincial information exchanges, coordination and communication in key government counterpart departments to improve progress towards the devolution process. (CCPAPA 4.4, Project output 2)

5. THE WAY FORWARD/ KEY PRIORITIES FOR 2017

In 2018, all interventions under the project will work with and build capacities of existing and new institutional structures. The project will employ a consultative process in designing the project activities which will ensure that all interventions reflect the priorities of the relevant stakeholders. The priorities for 2018 include the following:

Local Governance (Output 3)

- Continue to engage with Local Government Departments for improving coordination and implementation of participatory and integrated development planning in three more provinces.
- Institutional strengthening of VC/NCs in KP through data driven planning & budgeting support
- Interprovincial coordination on LG thematic subjects & service delivery
- Strengthen the capacity of Youth Councilors at District Level in KP to build a resilient foundation for development
- Continuing its work from last year, the project aims to sustain youth councilors led support groups by formalizing linkages with local district authorities (Health and Social Welfare) and will provide small grants to these groups in order to enable them to act as drivers of change within their local communities.

Federalization (Output 1)

- Supporting Council of Common Interests (CCI) and Interprovincial Coordination (IPC) mechanisms
- CCI and IPC mechanisms will be provided technical assistance through institutional, policy, capacity and advocacy support.

Capacitating the provinces (Output 2)

- Institutionalize Rights based mechanism in all 4 provinces.

- Social Welfare Depts. provided legislative & policy support for integration of marginalized populations of Pakistan.
- Technical Support to KP provincial assembly standing committee on legislative safeguards for rights development.

Advocacy & Outreach (Output 4)

- Work with CSOs to raise awareness & public demand for improved local service delivery.
- Formalizing youth councilors led support groups and provide small grants.

Annex: AWP based Reporting Matrix

<p>EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i></p>	<p>PLANNED ACTIVITIES (as per AWP)</p>	<p>Activity Status <i>Completed, Ongoing, Delayed, Cancelled</i></p>	<p>AWP Budget (\$)</p>	<p>Expenditure (\$)</p>	<p>% Delivery</p>
<p>Output 1: Constitutional Federal organs are successfully established to conduct devolution related duties and are supported on policy, regulatory and supervisory roles.</p> <p>Indicator 1.1: Extent to which an independent secretariat of CCI is established and functional</p> <p>Scale: 1= Not established 2= CCI established but not functional 3= CCI established but partially functional 4= CCI established and well functional</p> <p>Baseline 1.1: 1= No independent secretariat established</p> <p>Targets 1.1: 1= No independent secretariat established</p>	<p>No funded activities for 2017</p>				
<p>Output 2: Provincial Governments are technically supported to develop legislative, institutional and policy frameworks on devolved subjects</p> <p>Indicator 2.1: Extent to which technical capacity of provincial departments & institutions on decentralized governance is enhanced</p> <p>Scale: 1= No capacity 2= Very partial capacity 3= Partial capacity 4= Capacity largely in place</p> <p>Baseline 2.1: 1= No capacity (Technical support provided to KP Law Dept. workshops & trainings on HR protection mechanisms</p> <p>Targets 2.1: 2= Very partial capacity</p>	<p>Action 2.1.1.a: Technical support (human rights policy development, at least 5 trainings, 4 workshops, MIS development) to HR Departments and institutions on HR promotion & protection</p>	<p>Ongoing</p>	<p>376,062</p>	<p>116,605</p>	<p>31%</p>
	<p>Action 2.1.1.b: Organize 4 trainings for provincial treaty implementation cells on oversight and data collection strategy</p>	<p>Cancelled</p>	<p>22,369</p>	<p>9,895</p>	<p>44%</p>
	<p>Action 2.1.1.c: Technical assistance to national and sub-national institutions to develop their operational capacity</p>	<p>Completed</p>	<p>22,341</p>	<p>22,341</p>	<p>100%</p>

<p>(HR policy development, trainings & technical assistance to HR institutions, policy recommendations to ensure TGs have access to fundamental rights)</p> <p>Indicator 2.2: Extent to which inter-provincial coordination is improved</p> <p>Scale: 1= Not at all 2= to a very partial extent 3= to some extent 4= to a significant extent 5= to full extent</p> <p>Baseline 2.2: 2= to a very partial extent (4 inter-provincial meetings held, none institutionalized yet)</p> <p>Target 2.2: 2= very partial extent (2 interprovincial meetings organized and at least 1 institutionalized in departments)</p>	Activity Result 2.1.2: Rights mapping of vulnerable and marginalized populations of Pakistan to ensure their access to fundamental rights				
	<p>Action 2.1.2. a: Engage three experts (social, political & survey specialist/firm) in order to analyze root causes for discrimination of Pakistan's third gender population</p>	Ongoing	94,300	80,524	85%
	Activity Result 3.1.1 : Build resilience in communities, especially in the vulnerable and at risk-segments of population in 1 district in KP				
<p>Output 3: Local Governments incorporate and use methodologies of participatory development planning, implementation & monitoring</p> <p>Indicator 3.1: Extent to which participatory development planning, implementation & monitoring is effectively incorporated in LGs</p> <p>Scale: 1= Not at all 2= to a very partial extent 3= to some extent 4= to a significant extent 5= to full extent</p> <p>Baseline 3.1: 2= to a very partial extent (10 VC/NCs in KP provided technical support & trainings, build resilience amongst vulnerable communities in one district in KP)</p> <p>Targets 3.1: 3= to some extent (10 VC/NCs supported last year pass their budgets and start implementation, in partnership with LG Department roll out support to other districts and provide specialized trainings to youth, women and minority councilors)</p> <p>Indicator 3.2: Extent to which capacity of LG Departments is enhanced on managing their roles & responsibilities</p> <p>Scale 1= No capacity 2= Very partial capacity 3= Partial capacity 4= Capacity largely in place</p>	<p>Action3.1.1.a : Engage elected youth councilors at village level in 1 district in KP to establish integration support group</p>	Completed	55,982	55,892	100%
	<p>Action3.1.1.b : Youth councilors through integration support groups provide training on basic education and livelihood skills in 1 district in KP</p>	Completed	78,972	78,972	100%

Baseline 3.2: 1= No capacity (Cells established in KP & Balochistan only but LGs not operationalized)					
Target 3.2: 3= Partial Capacity (LG Cells in KP supported to operationalize LGs and act as liaison)					
Output 4: Decentralization and local governance is integrated in advocacy and civil society agenda	Activity Result 3.2.1: LG Departments in KP are supported in devolution & transition management				
Indicator 4.1: Extent to which awareness on decentralization & local governance is improved	- Action 3.2.1 a: Technical support cell in KP is supported through provision of 4 sector specific experts	Completed	30,000	30,000	100%
Scale: 1= Not at all 2= To a very partial extent 3= To some extent 4= To a significant extent 5= to full extent	Activity Result 4.1.1: Strengthen RTI processes in KP & Punjab through the creation of Citizens Information & Accountability Forums				
Baseline 4.1: 1= Not at all (1 seminar on civic engagement in LGs held, advocacy lectures through Pak study group, Citizens information & accountability forum established on RTI, 400 media practitioners trained on D&LG, devolution diary for public awareness, scoping study on extractives sector governance)	Action 4.1.1.a: Establish and training of 4 citizens information & accountability forum in one district in Punjab	Completed	40,742	19,354	47%
Target 4.1: 2= to a very partial extent (RTI Forums established in Punjab and information requests filed for government accountability)					
TOTAL			720,768	413,583	57%