



# COMMUNICATING CHANGE

A collection of successful local government initiatives under municipal service delivery in Malakand

Local Government, Elections and Rural Development Department  
Government of Khyber Pakhtunkhwa



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Implemented by:



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We measure our success not by the number of projects completed but by the positive change these projects bring in the lives of citizens. The restructuring of the local government system through the Khyber Pakhtunkhwa Local Government Act 2013 is another major step forward in our efforts to make public goods and services available and accessible to everyone without any exception.

We believe effective local governments work for the people and reflect their needs as closely as possible - and that is where communication is positioned to play a key role. For us, communication is an important medium to inform you about our priorities and achievements. At the same time, it goes far beyond that. We are strengthening two-way communication mechanisms to foster responsive local governments and informed citizens. Both are crucial for a meaningful dialogue.

The five municipalities of Adenzai, Bahrain, Barikot, Kabal and Khwazakhela were established in 2010 as a result of re-configuration of the administrative setup in Malakand Division to address security measures and flood damages. It was one of the strategic interventions in Khyber Pakhtunkhwa. This compilation of real narratives shares with you first initiatives conducted by these small local governments to improve public services. All written extracts highlight the achievements of these municipal units with reference to delivering quality public services under challenging conditions.

I wish you an inspirational reading experience and hope they give you useful insight on our efforts to provide you with efficient public services.

**Hifz-ur-Rehman (Secretary)**

Local Government, Elections and Rural Development Department  
Government of Khyber Pakhtunkhwa

## The story of Adenzai, Lower Dir ... of bringing municipal services within everyone's reach

Adenzai, part of Lower Dir District, is home to rich historical and cultural heritage spanned across centuries. On the eastern end of Adenzai, there is a dividing mountain between Dir and Swat which has a natural cut called "Babar Ghakhai", named after the first Mughal emperor. It is believed that he crossed over from Adenzai to Swat via this opening in the mountain. Comprising of eight union councils, its total population is estimated to be around 315,000 individuals whose income rely on agriculture and rural livelihood sources. The University of Malakand is situated within close

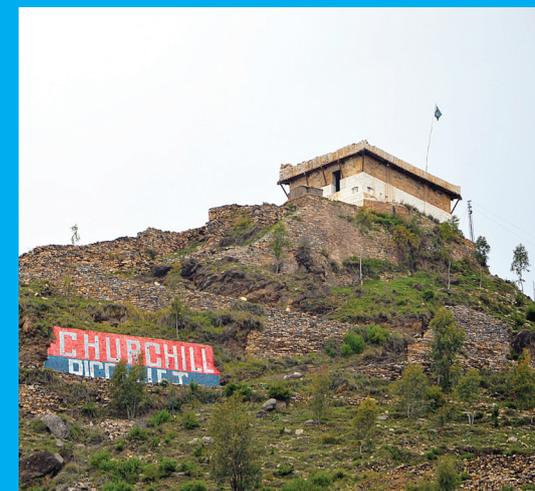
proximity of Adenzai where students from Malakand Division as well as from the whole of Khyber Pakhtunkhwa are enrolled in pursuit of their higher academic goals. Quality of public services remained poor which further deteriorated due to the militancy crisis in Malakand Division and the floods in 2010 with Lower Dir being one of the severely affected districts. Ever since its establishment, the Tehsil Municipal Administration (TMA) Adenzai has taken extensive measures within the ambit of its powers and functions in an effort to improve the quality of citizens' lives.

### Cleaning the mess

Unarguably, the most evident change brought about by the TMA Adenzai has been the improved status of waste management and sanitation services in the area. There were undeveloped solid waste, household sewerage and hygiene sanitation mechanisms in place previously, which resulted in garbage dumps, clogged drains and sewerage waste all over the place. Currently, five sanitation workers have been specifically assigned to ensure cleanliness through solid waste disposal, regular clearing of sewerage lines and reporting any malfunctions in the drainage system immediately to the engineering staff. Furthermore, these sanitation workers have also been provided with essential equipment as well as sanitation vehicles to facilitate them in carrying out their duties uninterrupted. With the help of an international development partner, fifteen waste bins are installed at key points through the main bazar which now presents a far cleaner appearance.



## A watch tower on Adenzai hilltop is said to be named after Winston Churchill, a onetime British Prime Minister



## Providing affluence to travellers

Considered as a gateway to Upper Dir District, Adenzai is a stoppage point for thousands of people who make their way from Adenzai to adjoining and distant localities. Prior to the establishment of TMA Adenzai, there weren't any identified pick and drop points for public transportation vehicles. The municipal administration has ensured purposeful arrangements for a major bus stand which has ample facilities for transporters and travellers alike. Centrally located, the bus stand is enabled with a designated parking space to be used by transport vehicles, specific area for travellers waiting to commence their journeys and washrooms for transiting commuters.



## Boosting local economy

The people of Adenzai largely depend on their homegrown agricultural produce as a major means of livelihood. Now, with the organisation and arrangement of a weekly cattle fair under the supervision of Tehsil Municipal Officer, opportunities to expand local economy have been upstretched. Every Saturday, people associated with livestock and dairy trade flock from near and far to the cattle fair which is held on a fifteen kanal stretch acquired by the TMA Adenzai for this very purpose. Receptiveness and backing of the local community towards this initiative is evident from the fact that the land was offered by them on voluntary basis without any monetary or compensatory return.



**Karim Jan**  
A resident of Adenzai

*“We had to suffer a lot prior to the establishment of this bus stand, especially during the summer and rainy seasons. Facilities available at the bus stand match the best available anywhere in the province. Parking space is sufficient for transport vehicles and in addition to that, there are separate washroom and waiting facilities for both men and women. The bus stand is undeniably a model initiative undertaken by the TMA for our convenience.”*

## Bringing transgressors under the law

Makeshift and concrete encroachments had been a big hurdle in the way of easy movement which led to traffic congestion and difficulties for pedestrians especially in busy areas. Prior to the anti-encroachment drive, in-compliant shop owners and vendors were warned to voluntarily clear the unlawful extensions hindering flow of traffic and pedestrians' movement. The road going through the main bazar was wide enough to ensure swift movement of vehicles and commuters. However, easy passage was undermined due to illegal structures including shades, signboards, etc. Following the anti-encroachment drive, the pathways have been cleared of all such structures, which obstructed free movement of vehicles and walkers.



## Safeguarding lives and properties

TMA Adenzai is now capable of delivering quick response firefighting services with the acquisition of a state-of-the-art firefighting vehicle and equipment. Furthermore, training of staff on firefighting techniques and services has been successfully completed. It is considered to be a major breakthrough for the people of Adenzai who had to depend on the resources from local administration in other areas during urban fire occurrences. This resulted in precious loss of lives and irreplaceable damage to properties due to the fact that rescue services had to come from far-off sites such as Timergara and Batkhela. Now, rescue services against fire incidences are just a few minutes away.

## The story of Bahrain, Swat ... of setting standards through actions

Bahrain is one of the most sought-after tourist destinations in Swat District. The name literally means two rivers because of its locality at the confluence of the rivers Daral and Swat. Cultural home to the Torwali speaking community, Bahrain consists of two union councils and has a population ranging up to almost 60,000 individuals. For decades, Bahrain was characterised by flourishing tourism and

thriving economic prospects, which were left in ruins following the flood in 2010. When the Tehsil Municipal Administration (TMA) Bahrain took on its roles and functions after notification by the Government of Khyber Pakhtunkhwa, efforts were focused on tourism recovery and economic development. Following are brief accounts of successful municipal service delivery initiatives rolled out by the TMA Bahrain.

### Disposing garbage dumps

As one of the key municipal service functions, disposing off solid waste material to counter hygiene and health problems has been a priority undertaking of the TMA Bahrain. Solid waste was never systematically managed in Bahrain before, and there were heaps of garbage that could be seen littered all over. The Provincial Government facilitated the municipal administration to make provisions for a tractor trolley along with six dedicated staff members who are solely responsible for collection and transportation of waste material. Now, more staff and vehicles have been enlisted for management of solid waste, thereby, increasing the coverage of activities beyond schools and hospitals. The community of Bahrain has also been integral to the success of the solid waste management plan and came forward with material and manpower support during the startup phase. The TMA Bahrain has also placed thirty self-designed waste bins provided by a non-government organisation which are placed at key connecting points in crowded places.



The people of  
**Bahrain**  
have matchless  
artistry in carving high  
quality products from  
raw wood



## Brightening up darkened paths

During flood, the streetlight infrastructure was completely destroyed which also hampered rescue and relief operations in the area. Even though Bahrain has been a renowned spot for tourists coming from other areas, murky roads and streets kept them away for the very same reason. Complementing other tourism revival efforts, the municipal administration in Bahrain installed one hundred and forty streetlights at different points within its jurisdiction which has resulted in a major socioeconomic transformation. As it stands, the accomplishments even exceed the quality of lighting infrastructure in place before the flood, thereupon, improving the quality of lives of the people of Bahrain both within their homes and outside on the streets.



## Fumigating against viral outbreaks

Considering the epidemiological threats posed by the consequences of flood, one of the key response areas for the TMA staff of Bahrain was to undertake measures in averting any further health crisis. As a result, a widespread antiseptic campaign was launched by fogging and spraying the area against viral diseases, such as dengue. Given the incidence of dengue which had grown dramatically across Pakistan, there was a real threat of a dengue viral outbreak in Bahrain. This was effectively countered with the help of the TMA driven anti-dengue operation.



“ I am running a general store here in Bahrain bazar for the last 12 years. Due to its high tourism potential, a lot of people come here during the summer season. In order to cater to tourists and visitors, shop owners and local traders would often exceed the parameters on the road resulting in serious traffic issues. But after the anti-encroachment campaign, all the shops are pushed back to their specified limits, clearing the road to accommodate continuous flow of traffic.”

**Muhammad Ullah**  
A shopkeeper in Bahrain bazar

## Ensuring a safe passage

A number of anti-encroachment operations were launched in Bahrain bazar against illegal signage, illegitimate constructions and prohibited structures. As an outcome of this massive drive, the bazar is now giving a much cleaner and broader look. TMO Bahrain expressed that no leniency was granted to encroachers and all illegal construction was removed without any exception. Running through the Bahrain bazar, the wide road was restricted to a narrow passage because of these extensions making it difficult for the commuters and pedestrians to cross or visit the bazar conveniently. People of the area are highly appreciative of the role of their local government and acknowledge their efforts for resolving this enduring and imperative issue.

## Staying alert to counter disaster occurrences

Particularly in Swat and Malakand, housing structures have high probability of being engulfed in fire particularly during dry spells. There was no established system in place which offered firefighting services before the establishment of the TMA Bahrain. Thus, the vulnerability factor was further compounded by its non-existence. Now, the municipal administration has an equipped and trained firefighting unit comprising of a state-of-the-art vehicle and three dedicated firefighting officials. In addition to providing trainings to its staff members on dealing with the disaster, the Tehsil Municipal Officer of Bahrain has also conducted information and education campaigns among the community for awareness and response. The system is presently up and running to respond to incidents of fire and to counter major emergency situations.



The story of Barikot, Swat

## ... of taking the lead for others to follow

Barikot is the present day name of the ancient city of Bazira, which has colossal significance for historians and archaeologists alike. With an approximate total population of 140,000 residents, Barikot is considered to be a busy town possessing a diverse socioeconomic portfolio. Like much of the Malakand region in particular and Khyber Pakhtunkhwa province in general, Barikot has had to endure a series of crisis owing to armed conflict and heavy floods.

Provisions of relief and basic service delivery for the government were further aggravated by factors including dearth of available resources, absence of a taxation system and little confidence of local population on the effectiveness of the government institutions. With the inception of Tehsil Municipal Administration (TMA) functions, the lives and livelihoods of the people of Barikot have been changed in the following ways.

### Coming back to light

In 2010, the flood destroyed most of the electricity infrastructure in Barikot which was left without streetlights for the next three months. After thorough analysis, it was proposed that the quickest and most sustainable way to bring the service back on track was to install solar powered streetlights in the city. Responding immediately, the TMA Barikot with the assistance of Pakistan Army installed twenty five solar streetlights in Barikot's market area, a central hub of communal and business activities. To make it more sustainable, the responsibility of maintenance and operation of these were taken up by the community members. For its practicality and usefulness, the model is also being replicated by other TMAs in Swat District across three hundred and forty identified points with an international development organisation's funding.



### Nurturing a healthy lifestyle

There was a multifaceted water, sanitation and hygiene crisis in Barikot in the aftermath of flood in 2010. Most of the roads running across the markets and streets leading to local residences would frequently get flooded with rainwater. There were cases of diarrhea reported among children and the probability of dengue outbreak was ubiquitous. The Tehsil Municipal Officer of Barikot devised a sanitation and sewerage plan which included rehabilitation of the core sewerage system, proper management of rainwater harvesting, fumigation against viral outbreaks and rolling out cleanliness awareness campaigns. With the active participation and support of local communities, the sanitation systems are properly looked after and there is a greater likelihood that the community is better prepared to counter the impact of any future natural disaster.

# Barikot

is also referred to as the Gateway of Swat and has become an important archaeological site for the study of history in Northern Pakistan



## Building a resilient community

An incident of fire occurred in the Barikot bazar which scorched a shop to the ground. The shop could not be saved in time because the fire brigade had to be driven from Mingora, almost an hour's distance away. The TMA Barikot expressed imminent need for a locally stationed and permanently available firefighting vehicle fortified with necessary equipment. With the support of Provincial Disaster Management Authority (PDMA) Khyber Pakhtunkhwa, the municipal administration has ensured two firefighting vehicles for Barikot. Now, firefighting capability can be mobilised immediately without any delays or inadequacies.



**Amjad Khan**  
A local businessman

“ My shop was burnt to ashes back in 2011 and it took the firefighting team an hour to reach Barikot from Mingora. By that time, my investment worth 1.6 million rupees was all lost. It has come as a big relief to me and my fellow traders when we came to know that we will have now our very own firefighting vehicles and trained staff to mitigate such occurrences from happening in the future. I am hopeful that never again will anyone have to bear such a loss which I had to. ”

## Adapting solutions to manage waste

The TMA Barikot has distributed fifty self-designed waste bins in the Barikot bazar to keep a check on waste pollution. Under the directives of the Tehsil Municipal Officer Barikot, municipal staff launched sanitation campaigns at marginal investments with joint contributions from well-to-do community members. These ongoing initiatives are maintaining cleanliness within and around the Barikot bazar area, thereby, fulfilling one of the priority needs of the citizens of Barikot.

## Making swift transportation possible

As the trade and transportation doorway for adjacent areas, Barikot has always been a busy town with massive traffic influx and outflow. However, the onslaught of improper traffic management, unplanned public transportation and encroachments of properties had made commuting inside Barikot an arduous journey. With the help of a local beverage company, the TMA Barikot setup dedicated pick and drop points for public transportation vehicles around the major entry and exit points. Similarly, a reserved bus stand has been established adjacent to the Civil Hospital Barikot providing ease of accessibility to patients and their relatives. Similarly, extensive anti-encroachment drives have been undertaken to clear main passages located in the Barikot bazar and on the main highway. The municipal administration plans to develop a proper traffic management system in Barikot on the lines of developed urban localities.



## The story of Kabal, Swat ... of improving lives many at a time

Kabal is located in the south of Swat District. Comprising of three union councils, Kabal is home to 22,000 households or to be more specific 200,000 individuals. During the days of raging security crisis, Kabal was one of the severely affected areas for sustaining major unrest. The situation was further dilapidated during the flood in 2010, destroying basic infrastructure and depriving people of their income resources. Based on the recommendations of the

Malakand Comprehensive Stabilisation and Socioeconomic Development Strategy and the Post-Crisis Needs Assessment, the Government of Khyber Pakhtunkhwa responded to the need by establishing the Tehsil Municipal Administration (TMA) Kabal to ensure provision of public civic services at the doorstep. Over the coming three years, the TMA Kabal has undertaken many initiatives which have touched the lives of the people in several ways.

### Providing efficient sanitation services

The biggest fallout of the wrecked infrastructure was the sanitation system in Kabal. The revival of this system was essential in order to avert health crisis and to ensure that there were not any spillover implications for other basic infrastructure such as pavements and streets. In collaboration with the Frontier Highways Authority, the TMA Kabal reconstructed and, wherever possible, rehabilitated drainage and sanitation lines. Importantly, drains running along the roadside were covered with cemented slabs, which are now also used as walkways by the pedestrians.



### Leading anti-encroachment drives

One of the issues that beset the residents of Kabal was the occurrence of unwarranted encroachments and illegal constructions that surged after the flood had receded. The TMA Kabal with the cooperation of revenue and law enforcement officials implemented a widespread anti-encroachment drive to retrieve illegally occupied assets. Before its commencement, the encroachers were given free passage to vacate structures as well as properties. This led to the vacation of land allotted to graveyard, riddance of farms on public properties and unauthorised extension of shops in the main bazaar. The reclamation of trespassed lands and buildings made a big difference in terms of making available adequate spaces on roadsides, reinforcing free flow of commuters and travelers.

## Kabal

is famed for its sprawling 18-hole golf course with the most exotic landscape



## Continuing everyday activities day and night



The need to have a proper streetlight facility was time and again stressed by the communities and traders due to the fact that basic electric supplies had been washed out during the flood. This left the people of Kabal vulnerable to snake bites which had become a recurrent happening. Also, without any streetlights, market and routine activities could not take place after sunset. With considerable help from Pakistan Army, the TMA Kabal initiated the project of installation of streetlights at forty five key points situated on the main Kabal road. The streetlight facility is also directly benefiting the people of Kabal since they no longer have to purchase oil or wood to meet their energy needs. The people of Kabal can now fulfill their livelihood and domestic necessities long even after the sun has set.

## Fighting disasters with resolve

In Kabal, housing infrastructure is particularly vulnerable to fire because about three-quarters of the houses are built as having thatched roofs. It is estimated that every year, random incidents of fire occur frequently during the dry season. Prior to the creation of the TMA Kabal, there was no local firefighting capability which could respond in quick time. The Government of Khyber Pakhtunkhwa has made provisions for state-of-the-art firefighting vehicle along with dedicated manpower and specialised equipment. The Tehsil Municipal Officer has also deputed the firefighting officials to educate the communities on how to reduce



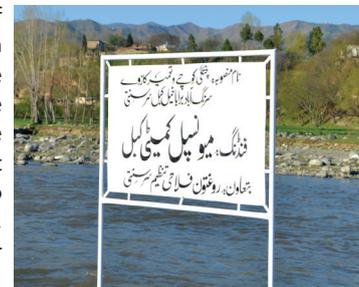
the risks of domestic fire and also on the response mechanism. As a mitigation plan, the implementation of fire safety regulations and enforcement of safe practices inside commercial and domestic buildings are also being managed.

## Managing waste without wastage

Proper handling and disposing of solid waste material in Kabal was always going to be a challenge given the fact that there was no such mechanism at place. With the inflow of flood, the situation became more perilous and demanded immediate attention. Despite insufficient human and financial resources, the TMA Kabal stood to the test and started channeling solid waste material from community neighbourhoods as well as hospitals, schools and markets. What's equally enterprising is that instead of dumping waste where it could be of no benefit, the TMA devised a plan under which non-industrial waste material (comprising of paper, cardboard, metal, fodder, leaves, straws, etc.) is being used as a landfill in areas which have been washed away by the flood in 2010.

## Involving communities in service delivery

Sirsarai, a locality in Kabal, was split apart when the flood in 2010 created a deluge in the forty feet wide stream. The most immediate effect of the infrastructure loss was that mobility became unendurable for approximately two thousand households positioned along the stream. However, the TMA Kabal was quick to respond with the support of local community volunteers by constructing a causeway which connected both banks of the stream. The participation and mobilisation of the communities was remarkable in acquiring land for the construction of causeway. Not only has the causeway eased to and fro mobility of the people, it has also opened up further economic possibilities.



**Said Mir Khan**  
A resident of  
Sirsarai

“Due to severe flood damage, the locals of this area had to face great difficulty to connect with people and places on both ends of the Sirsarai water channel. My child stopped going to the school during winters and rainy season. Medical emergencies were not catered properly and a lot of time would be lost only in mobilising the patient. We had to hire labourers to carry the fruits from our gardens to the road further splitting our profit margin. We are thankful to the TMA Kabal for constructing the causeway over this water channel and connecting both ends of the stream together. Our lives are now at much ease through improved mobility and faster travel.”

## The story of Khwazakhela, Swat ... of turning challenges into opportunities

For several reasons, Khwazakhela occupies a distinctive place within the geographic setting of Swat. Spanning across seven union councils and home to a large population base, it is located on the crossroads of Kalam, Shangla and Mingora. The displacement crisis in 2009 and the ensuing 2010 flood haplessly affected municipal and public infrastructure to such an extent that local

service delivery almost came to a standstill. Rising up to the challenge, the Government of Khyber Pakhtunkhwa notified the creation of the Tehsil Municipal Administration (TMA) Kabal in 2010 to provide for the public service needs of the citizens. What came afterwards is an inspirational account of determination and accomplishment.

### Making drinking water accessible

One of the most pressing needs after the flood was the availability of clean water for drinking purposes. Furthermore, sanitation and hygiene standards fell drastically posing serious health risks. Recognising the imminent need for intervention, the TMA Khwazakhela moved to construct a water reservoir tank as part of a water supply scheme that could easily cater to two hundred and fifty households in Khwazakhela, specifically those clustered around the brink of perimeters with Shangla. In an exemplary demonstration of community participation, locals volunteered to work closely and actively with the staff of municipality during the construction phase. The Tehsil Municipal Officer also organised civic education sessions for the beneficiaries on the proper use of the water reserves and to ensure upkeep of sanitation and hygiene practices. The households, particularly women and children, have benefitted most from this initiative as they were the ones left most vulnerable at the outset.

### Creating openings for improved trade

Livestock and dairy farming are the major livelihood sources for the people of Khwazakhela, which immensely suffered during the flood. To revive their livelihood activities by fostering its rehabilitation and expansion, the TMA Khwazakhela setup a cattle market soon after its commencement. Crucially, this was also done with the cooperation of community representatives who came forward to identify and negotiate a suitable location for that purpose. Operational once a week on regular basis, the cattle market has opened avenues for local traders and households to engage in livestock trade further bolstering their economic well-being. Local traders as well as people from far and wide come here every week to put their prized possessions up for sale. Also, with the introduction of a common market, prices have also stabilised due to increased competition and local availability. The cattle market is also home to cattle fair now, which is a longed-for addition to the local businesses.



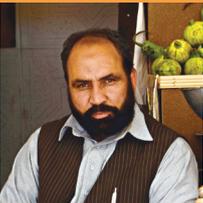
# Khwazakhela

is distinguished as an economic and trade epicenter of Swat District due to its close proximity of twenty five kilometers from Mingora



## Enabling a cleaner and greener community

Properly collecting, transferring and dumping solid waste material was a critical area of focus considering the environmental and health hazards in the aftermath of flood. A solid waste management plan is being implemented by the TMA Khwazakhela under which purposeful land stretching across one kanal has been acquired for safe disposal. The solid waste staff takes regular rounds to collect solid waste dumps from the main bazar, local markets, schools and hospitals. Moreover, twenty waste bins have also been placed at key points within the bazar to ensure cleanliness on the road and pavements. The TMA has also requested the Government of Khyber Pakhtunkhwa to support the plans of expanding its solid waste operations in Khwazakhela.



**Abid Khan**  
A shop owner at  
Khwazakhela Bazar

“ I have been running the shop in Khwazakhela bazar for the past nine years and our lives had been never facilitated as much as they are now. During rainy season, most of the shopkeepers had to shut down their businesses indefinitely because the roads leading to our shops would be inundated with water ponds. There were also times when we had to face financial losses when the rainwater flooded our shops. I cannot be thankful enough to the Tehsil Municipal Officer Khwazakhela who worked tirelessly to restore the sanitation lines and also took proper care of the drainage systems. Now I can sleep with peace hoping to wake up to another morning of business viability even when it rains for days. ”

## Radiating light even after sunset

As a business hub with commercial activities going on round-the-clock, commuters in Khwazakhela often faced difficulties due to absence of established streetlight facilities. Resultantly, the TMA staff joined hands with Pakistan Army in acquiring forty high-powered streetlights which were installed at key points located on the main driveway. As a result, travelling during the night time has become a lot more convenient which has also injected more spirit in the commercial lifeline. Further expansion is underway on the basis of positive feedback generated towards this initiative from the business owners and community members.



## Assuring swift and safe passage

During public meetings, encroachments in the Khwazakhela bazar on the edges of the main road, had been one of the key nuisances reported by the people who had to undertake frequent travelling. As a key junction point, free flow of traffic into, through and out of Khwazakhela was of utmost importance against which these encroachments were a big impediment. The Tehsil Municipal Officer has thus far led several major anti-encroachment drives, focusing on key areas within the bazar, wherein, shops had illegally extended their vicinities across public properties. These anti-encroachment drives undertaken in cooperation with law enforcement agencies and district administrations have been lauded by the local communities in terms of vastly improving the traffic and travel issues faced by them. During post anti-encroachment operations meetings, community members have assured to cooperate and work with the municipal authority in the future as well.





