

DIAGNOSTIC WORKSHOP FOR ASSISTANT DIRECTORS LOCAL GOVERNMENT, ELECTIONS AND RURAL DEVELOPMENT DEPARTMENT

CHALLENGES AND OPPORTUNITIES IN THE IMPLEMENTATION OF
KHYBER PAKHTUNKHWA LOCAL GOVERNMENT, ACT 2012

Imprint

As a federal enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.

Published by:
Support to Good Governance in Pakistan Programme
funded by the German Federal Ministry of Economic Cooperation and Development (BMZ)
and implemented through Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Support to Good Governance in Pakistan Programme
Administrative Reform Component

6-D (4), Park Avenue Road, University Town, Peshawar, Pakistan
T (+92 91) 585 2532, 584 2585, 584 2586
F (+92 91) 585 2531
I www.giz.de

Responsible:
Catherine Isabel Froehling, Head of Governance Programme
Dr. Detlef Barth, Principal Advisor, Administrative Reform Component

Author:
Muhammad Javed Khan, Consultant

Review:
Mian Asim Ismail, Senior Policy Advisor, Governance Programme

Layout:
Suleman Printers

Place and date of publication:
Peshawar, June 2013

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) was formed on 1 January 2011. It brings together the long-standing expertise of DED, GTZ and InWEnt. For further information, go to www.giz.de.

"All rights are reserved. No part of this report may be reproduced by any means without written permission from GIZ. Reproduction for non-commercial purposes is permitted provided the source is named."

Disclaimer

This report has been prepared by freelance consultant and it's recommendations are based upon independent views of the participants and consultant without any bias or prejudice against Local Government, Elections and Rural Development Department or any other person involved.

Executive Summary

Historically the institute of Directorate General, Local Government and Rural Development was an integral part of the Local Governance System in the Khyber Pakhtunkhwa with the aim to supervise and coordinate the local governance institutions with regard to its functions and performance. The Directorate General and field offices of Directorate of Local Government and Rural Development were abolished as part of the devolution exercise of 2000-01 thus; creating a vacuum in the area for which it was functioning. Though a skeleton Directorate General, Development and Monitoring was established in 2002, only at the provincial secretariat level however, the need for revival of the erstwhile Directorate General still remained a dire need for the Local Governance System to be supervised and regulated. To this need, the Directorate General, Local Government and Rural Development was revived in 2012 in anticipation of the new Khyber Pakhtunkhwa Local Government Act 2012; which was notified to be implemented with effect from 1st January, 2013.

The revived Directorate General and its field offices are facing number of issues and challenges which include: low strength and capacity of sanctioned human resources, absence of engineering/technical staff, logistical issues, lack of financial resources, need for clarity on rules & procedures, the challenge of enhancing the birth registration and improving the Alternative Dispute Resolution, challenge of Monitoring and Evaluation system at Union Council and district levels, financial management and communication strategy and the need for clarity on roles & responsibilities of the new local councils.

On the other hand, the newly created Directorate General office and Assistant Directors, Directorate of Local Government and Rural Development have opportunities to capitalise upon opportunities such as; the state of evolution, willingness of experienced staff to assist, the strength provided under the Khyber Pakhtunkhwa Local Government Act 2012 and interest of donors to support the activities to strengthen these institutions. As a result of the partnership with GIZ, a workshop to further refine and document challenges and opportunities together with Training Need Assessment of the Assistant Directors, Directorate of Local Government and Rural Development was conducted and following recommendations in three major thematic areas were framed with consensus along with identification/prioritisation of training needs.

The Group-1 on *identification of issues and suggestions for resolution* recommended; advocacy for the deficiency of staff with provincial government, undertaking necessary measures to create positions of tehsil level staff, increase in number of union council secretaries, capacity building of staff and provision of computers for official functions. Group-2 on *identification of issues relating to finances* recommended; initiating action on provisions of Section 4, 5, 81, 170, 171 and 187 of the Khyber Pakhtunkhwa Local Government Act 2012, expediting provision of the required staff, introduction of regulatory regime to ensure that development schemes under the District Annual Development Programme, Members of Provincial Assembly and Members of National Assembly Programme, foreign funded projects are executed through the Assistant Directors, Directorate of Local Government and Rural Development as per practice before devolution in 2001. Group-3 on *identification of legal issues* recommended; announcing specific time frame for interim period of enforcement of Khyber Pakhtunkhwa Local Government Act 2012 to facilitate assets transfers, necessary amendment in the Act to protect the seniority of the Directorate of Local Government and Rural Development staff and restoration of Directorate, notification of different institutional clauses relating to Assistant Directors, Rules of Business and Terms of Reference of District Coordination Committee.

The participants identified training needs in the areas of computer literacy, proposal/report writing, monitoring and evaluation, community development techniques, financial management, accounting/budgeting, project management/project cycle management, resource generation for union councils and training on musalehati jirgas.

The forum came up with the conclusions that i) there is urgent need to draw and implement clear policy regarding the property and assets distribution amongst the legal successors of Local Government, Elections and Rural Department as per spirit of Khyber Pakhtunkhwa Local Government Act 2012; ii) the office of Director General, Directorate of Local Government and Rural Development must be restored with its traditional and historical functions iii) filling of vacant positions and promotion of existing staff against the promotion quota, iv) re-notification of powers and functions of Assistant Directors, Directorate of Local Government and Rural Development in the districts so that they could play their due role, v) District Development Advisory Committee vehicles and offices should be handed over to Assistant Directors, Directorate of Local Government and Rural Development being the secretary of District Development Advisory Committee and custodian of the record and vi) funds share of Union Councils under the new Khyber Pakhtunkhwa Local Government Act 2012 may be prepared and sent to Finance Department and as an interim arrangement, a share in the existing Octroi and Zilla Tax may be fixed on formula basis to save Union Councils from financial hardship.

Contents

Executive Summary.....	i
List of Acronyms.....	iv
1. Introduction.....	01
1.1 Challenges.....	01
1.2 Opportunities.....	02
1.3 Way Forward.....	02
1.4 Objectives.....	03
2. Workshop Proceedings.....	04
3. Summary of the Training Needs Assessment (TNA).....	11
4 Group Work and Recommendations.....	13
5. Conclusion and Recommendations of the Workshop.....	15
6. Annexure-I Job Descriptions of Directorate General LG&RDD.....	16
7. Annexure-II Job Descriptions of Assistant Director LG&RDD.....	17
8. Annexure-III Concept Paper for the Workshop.....	18
9. Annexure-IV Agenda of Workshop.....	20
10. Annexure-V List of Participants.....	21
11. Annexure-VI Welcome Remarks of Dr. Christine Mueller, Acting Principal Adviser GIZ-ARC.....	22
12. Annexure-VII Presentation by Mr. Mian Asim Ismail.....	23
13. Annexure-VIII Presentation by Mr. Javed Khan.....	31
14. Annexure-IX Presentation by Mr. Said Rehman.....	36
15. Workshop Pixels.....	43

List of Acronyms

AD	Assistant Director
ADP	Annual Development Programme
ADR	Alternative Dispute Resolution
CCB	Citizen Community Board
CCO	Chief Coordinating Officer
CMO	Chief Municipal Officer
DDC	District Development Committee
DCC	District Coordination Committee
DDAC	District Development Advisory Committee
DDO	Drawing & Disbursing Officer
DG (D&M)	Director General (Development & Monitoring)
DPMS	Departmental Planning and Monitoring Systems
FHA	Frontier Highway Authority
HR	Human Resource
KPK	Khyber Pakhtunkhwa Province
GIZ-ARC	Deutsche Gesellschaft für Internationale Zusammenarbeit-Administrative Reform Component
GIZ-GG	Deutsche Gesellschaft für Internationale Zusammenarbeit-Good Governance Programme
LCB	Local Council Board
LGE&RDD	Local Government Elections & Rural Development Department
LG&RDD	Local Government & Rural Development (Directorate)
LGA	Local Government Act, 2012
LGO	Local Government Ordinance 2001
LGS	Local Governance School
M&R	Maintenance and Repairs
MC	Municipal Committee
M&E	Monitoring & Evaluation
MNA	Member of National Assembly

MPA	Member of Provincial Assembly
MSDP	Municipal Services Delivery Programme
NHA	National Highway Authority
PC-I	Planning Commission proforma-I
PCNA	Post Crisis Need Assessment
PFC	Provincial Finance Commission
PLA	Personal Ledger Account
PSC	Provincial Public Service Commission
SNE	Schedule for New Expenditure
TMA	Tehsil Municipal Administration
TNA	Training Needs Assessment
ToR	Terms of Reference
UC	Union Council
UNICEF	United Nations Children's Education Fund
WSP	Water and Sanitation Programme

1. Introduction

Local Governance has been the focus of administrative regimes in Pakistan since its independence in one way or the other. The country has experienced different forms of local governance systems for ensuring the availability of a window for common's voicing in the identification of core problems and their participation in devising avenues for resolution of such issues at local level. A more active local government system was in place under the 1979 Local Government Ordinance which gave birth to the District Councils in Rural Areas and Municipal Committees, Town Committees in Urban Areas. The Local Government Ordinance, 1979 was replaced with Local Government Ordinance, 2001 which introduced the concept of combined Tehsil Municipal Administrations (TMAs) for both the urban and rural areas and models of Zilla Councils and District Governments.

The 2001 Local Governance Ordinance had a number of imported ideas with two new concepts, i) introduction of assigning the Law and Order control function to the elected representatives and ii) elimination of the natural divide between the rural and urban areas of the of a particular Tehsil/Town. A fundamental institute meant for operationalization and provision of first hand regulatory regime for functioning of the Local Government system was abolished ruthlessly. The experienced staff of the Directorate was randomly adjusted without formal absorption, service structure and functional jurisdiction which created an administrative and supervisory vacuum. More than 2500 employees of the Directorate of LG&RDD were placed in a situation of uncertainty. Thus a vacuum was created in terms of horizontal and vertical linkages amongst the TMAs, Zilla Council's, Union Council's and the Provincial Government. Interestingly, other provinces retained the setup of Directorate General, LG&RDD.

As a result; the provincial government initially felt the need for establishing the office of Directorate General (Development and Monitoring) in the LG&RDD which was duly created in 2003 with a skeleton staff including the Director General, a Deputy Director and support staff. However, the gap still remained; reason being that the created skeleton Directorate Development and Monitoring was not mandated with the tasks, functions and responsibilities which could fill the vacuum. Finally, the provincial government decided to revive the Directorate General, LG&RDD as an attached Department of the Local Government, Electins and Rural Development Department. The functions and job descriptions of the Directorate General's office and Assistant Directors approved through by the Chief Minister through a summary are at Annexure-I and Annexure-II respectively. However, a lot of work still has to be undertaken to enable it to become fully functional and meet its agreed goals and objectives. The challenges faced are as under:

1.1 Challenges

- The shortage of sanctioned human resources, vacant positions, inadequate capacity of existing staff and absence of engineering staff.
- Logistical issues such as office accommodation, residences and mobility.
- Lack of financial allocations both for Assistant Directors offices and union councils.
- Vertical and horizontal coordination.
- Need for revision of existing rules and procedures to cope with the emerging ground realities.
- Ensuring smooth flow of funds for union councils to sustain existing level of services.
- The challenge of enhancing the civil registration by union councils.
- Improvement of Alternative Dispute Resolution through Musalehati Jirga's.
- Improving the monitoring, supervision and reporting mechanism at union council and district levels.
- Resource mobilization for union councils.
- Communication strategy to interact with the citizens.

- Lack of vertical promotions at different levels.
- Inappropriate policy for the allocation of union councils funds to Members of Provincial Assemblies and issues related therewith.
- Need for clarity on roles and responsibilities of the new local councils.

1.2 Opportunities

- A full-fledged Directorate General Local Government and Rural Development has been revived to provide the much needed provincial hierarchy to the district offices.
- Finance Department has sanctioned different posts for the Assistant Directors in 25 districts of Khyber Pakhtunkhwa.
- Some of the experienced officers and officials are still working in the department to provide guidance and support for the revival of the system.
- New Khyber Pakhtunkhwa Local Government Act 2012 provides specific and strong role and recognition for the offices of the Assistant Directors.
- All the union councils have been provided computers for civil registration and training is also in the pipeline.
- GIZ-Good Governance Programme has shown interest to provide technical support to strengthen the Assistant Directors offices in order to enable them to play due role in the Local Government system.
- Revival of District Development Advisory Committee and notification of the Assistant Directors as Secretaries of District Development Advisory Committees.
- Requisition has been sent to the Provincial Public Service Commission for recruitment of fresh officers against the quota reserved for fresh recruitment.
- Secretary Local Government, Elections and Rural Development Department has agreed to prepare Schedule for New Expenditure for creation of Engineering wing in the Assistant Directors offices.
- Some of the officers benefitted due to promotion and thus they are enthusiastic to work with zeal and vigour.
- Capacity building and development projects such as Municipal Services Delivery Programme, GIZ-Good Governance Programme, Water and Sanitation Programme and United Nations Children's Education Fund etc.
- Local Government and Rural Development Directorate with the support of partner organizations is willing to create opportunities for its staff to enhance their technical capacity.

1.3 Way Forward

Considering the multiple challenges and opportunities, it is appropriate juncture for the Assistant Directors to come up with tangible proposals and suggestions for different stakeholders to enhance their roles and efficiencies for providing better public services. The participants of workshop were expected to be engaged in realistic discussions not only on the confronted issues and challenges being faced by the newly established offices of the Assistant Directors and Directorate General, but also to evolve consensus on formulating convincing actions with vibrant timeframe and responsibilities.

The workshop was designed to be the first step of a long journey and that these new entities are destined to achieve the common goals of developing them into an efficient and trustworthy service delivery organization adorning the public confidence, which in fact is the pinnacle of good governance. The findings

and recommendations of the workshop have been compiled into the report, which shall enable both the department and the donor's in developing short, medium and long term development programmes for strengthening the roles and responsibilities of the institutions under the new Local Governance system.

Considering the importance of the issues and challenges as narrated above, the need for developing a joint consensus amongst the important stake holders i.e. officers of the Directorate General, Local Government and Rural Development and Assistant Directors deployed in different districts and have requisite knowledge of the regulatory and administrative issues. The GIZ-good Governance Programme being the partner organization of the Local Government, Elections and Rural Development Department, organised a Diagnostic Workshop for the Assistant Directors on 4th April, 2013 at Pearl Continental Hotel, Peshawar wherein; all officers serving within the domain of Directorate General's establishment participated. The concept paper prepared for the workshop can be seen at Annexure-III, agenda at Annexure-IV and list of participants at Annexure-V respectively.

1.4 Objectives

- i. Situation Analysis with regards to human & logistic resources and legal framework for Directorate General Local Government and Rural Development and its field formations.
- ii. Brainstorming on visualising an effective and efficient Local Government and Rural Development Directorate in the province.
- iii. Brainstorming on training and capacity development needs of Assistant Directors.
- iv. Documentation of the existing situation, challenges, opportunities and way forward for presenting to the government and donors for required interventions.

2. Workshop Proceedings

The Director General, LG&RDD Khyber Pakhtunkhwa and all the Assistant Directors LG&RDD participated in the event. The GIZ-Good Governance Programme was led by Dr. Christine Mueller, Acting Principal Advisor and Mian Asim Ismail, Senior Policy Advisor. The workshop was co-moderated by Mr. Muhammad Khaliq, Advisor Local Governance GIZ-Administrative Reform Component, Mr. Javed Khan, Planning Officer LGE&RDD and Mr. Said Rehman, Deputy Director, LGE&RDD. Mr. Atif-ur-Rehman, Director General, LG&RDD presided over the proceedings of the workshop.

The workshop commenced with recitation from the Holy Quran and was followed by the introduction of the participants. Dr. Christine Mueller in her opening remarks welcomed the participants and expressed gratitude for the Director General, LG&RDD and his team for realizing the appropriateness of time to evolve consensus on the confronting issues and challenges and carving a roadmap so as to; strengthen the Directorate of the Local Government and Rural Development Department. The conduct of the Diagnostic Workshop will create an appropriate opportunity for the Assistant Directors to enhance their understanding of the newly enacted local government system and mutually discuss regulatory and institutional problems being faced by them in the practical implementation of the LGA -2012. Infact it will also serve as a tool for the department to derive a synopsis of the administrative and regulatory obstructions being encountered by these officials in the implementation of their official charter. A viable roadmap for prompt implementation of the Local Government Act in the rural areas is the need of the hour and will be of immense value to address the current issues. She expressed her gratefulness to the Local Government Elections and Rural Development Department for extending full cooperation in organizing the important event in the best interest of the public and promoting the agenda of the rural development of the provincial government. She also emphasized upon the participants in advancing the recommendations and consensus evolved during consultative process in the workshop to its logical conclusion. Annexure-VI.

The Director General, LG&RDD while addressing the participants acknowledged the efforts of GIZ-Governance Programme for extending technical cooperation for organizing the workshop and affirmed that his team will synchronize its efforts to bring tangible improvements in the working capacity of the Directorate General and its allied field offices for meaningful performance of the mandate generally assigned to its organization under the Local Government Act -2012 and will initiate every step to restore the institution's pre-2001 status. He said that though the institution of Directorate General has been revived recently however; utmost and fast-tracked efforts would be made to overcome its regulatory and administrative problems. It would be ascertained that the headquarters as well as the field formations play a proactive role in accordance with the Local Government Act, 2012. He also appreciated the organizing team for arranging the event at an appropriate time; as it will be imperative to know as to; what sort of regulatory and administrative impediments are being faced by them in running day to day affairs and what type of assistance they are expecting from the Provincial Government to fully functionalize and efficiently exercise their official mandates.

Mian Asim Ismail, Senior Policy Advisor GIZ - Governance Programme presented an overview of the programme interventions and apprised the participants that the GIZ Governance Programme aims to support the Provincial Government in improving the human as well as institutional capacities so as to; improve the overall efficacies for better governance in the framework of LGA, 2012 and in harmony with the PCNA strategy for Malakand. The GIZ - Governance Programme has six outputs mainly elaborating upon institutional policy & regulatory measures, support and strengthening local civil service and its training systems, strengthening of PDMA/PaRRSA and LG&RDD in developing innovative forms of local service delivery, developing strategies for imparting knowledge and experience on the new The Khyber Pakhtunkhwa Local Government Act, 2012, Strengthening and creating network of the Local Councils Association Khyber Pakhtunkhwa to enable them having dialogue with local administration on implementation of LGA, 2012. He accentuated the achievements of the GIZ - Governance Programme since its inception and those under implementation. The workshop will serve as an instrument to outline individual, institutional and regulatory impediments being encountered by the Assistant Directors in the implementation of their official charter. It would infact eventuate and contribute in smooth execution of the Khyber Pakhtunkhwa Local Government Act, 2012. He said that prior to this the GIZ

Governance Programme had earlier conducted a workshop for the CCO's, CMO's and the Assistant Director's of Local Government Elections and Rural Development Department of Malakand Division wherein the participating officers identified several issues and suggested practicable suggestions to the government which also included equitable distribution of grants and assets.

After the preliminary session and tea break, the plenary session was started which included:

- i. Presentation/discussion on the issues, challenges and opportunities for strengthening the capacity of the Directorate General with particular focus on the offices of the Assistant Directors, LG&RDD.
- ii. Presentation on comparison of the strength of Directorate General, LG&RDD before 2001, after 2003, and after 2012 and the implications of the Local Government Act, 2012 and its enforcement with effect from Jan; 2013.
- iii. Discussion on financial issues of AD's LG&RDD.
- iv. Discussion on laws, regulations, rules required to facilitate the working of LG&RDD.
- v. Training and capacity needs assessment of Assistant Directors LG&RDD.

Mr. Javed Khan, Planning Officer LGE&RDD, presented an overview of the issues, challenges and opportunities for strengthening the capacity of Directorate General, LG&RDD and informed the participants that although the Directorate General and its field offices have been revived and some skeleton staff has been sanctioned, only Assistant Directors have been posted. Some of these officers have been given dual charges. The partial support staff has been sanctioned which too is under going the recruitment process. Shortage of sanctioned human resources, vacant positions, limited capacity of existing staff and non-availability of technical staff are the problems being faced at district levels. The role envisioned in the LGA-2012 warrants that these offices be equipped with technical staff and expertise. These officers have not been facilitated sufficiently in terms of accommodation, residences and provision of vehicles for mobility. Funds required for both the offices of AD's and UC's have not been sufficiently provided. The newly created offices, in view of the on ground technical hitches urgently need resolve for vertical and horizontal coordination.

He also mentioned the need for revision of existing rules and procedures to deal with the new ground realities. However, identification of such rules and regulations must be carefully undertaken. The smooth flow of funds to the Union Council's for their day to day operational matters and developmental requirements were stressed. He stated that Birth Registration process has been historically one of the main functions of the Union Council's; which attracts very low attention of the UC administrations and AD's. However, since Birth Registration is now one of the priorities of the provincial government and could be one of the major sources of income for UCs, it needs to be streamlined so as to; become priority area of the AD's. This area can be one of the crucial functions in the coming days and AD's should be enabled to take full charge of these functions in terms of promotion, supervision & vigilance and dissemination of statistics. Similar course should also be adopted for Musalehati Jirgas (Alternate Dispute Resolutions). The practice of ADR and its promotion for the public benefits remains a challenge for LG&RDD. The Assistant Directors are required to assume the practical role of monitoring, supervision and reporting mechanism at UC and district levels along with their role for effective communication to interact with the citizens and more importantly through mobilizing resources for UC's.

The Assistant Directors being the supervisors of the UC's and DDO's for the development funds of UCs have been facing a lot pressure from the concerned MPA's recently due to demands for release of funds available with UC's for their development proposals at an in-appropriate time. Such situations result in demoralization of the field staff and their morale boosting is yet another challenge for the LG&RDD at field level. While dilating upon the opportunities available for Directorate General and AD's; he highlighted the following opportunities which are required to be capitalized at this stage:

- Although there are initial shortcomings in the structure of Directorate General, it is still in the evolutionary stage and will provide the much needed provincial hierarchy to the district offices.
- Different support positions have been sanctioned by the Provincial Government in all the offices of AD's.
- During the last 12 years, majority of the experienced staff/officers have either retired or adjusted permanently in other departments, still some of the experienced officers and officials are working in the department to provide guidance and support for the revival of the system.
- The specific provisions and strong role of AD's LG&RDD under the new LGA 2012 is also an opportunity for them to assume even stronger role and presence.
- There is befitting opportunity for enhancing, promotion of Birth Registration and maintenance of vital statistics at UC's level; as all the UC's have been provided computers for civil registration and training is also in the pipe line. The donors are also interested to provide technical support to strengthen the AD's offices for effective role.
- The AD's LG&RDD have to demonstrate their potentials while availing the opportunity of working as major functionary related to the working as Secretaries of DDAC.
- Requisition has been sent to the PSC for recruitment of fresh officers against the quota reserved for fresh recruitments in the Department of LG&RDD and has initiated preparation of SNE's for creation of Engineering wing in the AD's offices. The newly promoted AD's are expected to contribute with more enthusiasm for a stable beginning of their new roles and responsibilities.
- Capacity building and system development projects such as MSP, GIZ, WSP and UNICEF etc. are willing to provide their assistants to the department to enhance the technical capacities of it's staff.

Mr. Javed Khan proposed that, keeping in view the multiple challenges and opportunities, it is imperative for Assistant Directors to pool their energies and through consultative processes suggest proposals for different stakeholders for enhancing their capacities so that they discharge their roles efficiently. He emphasized that the workshop was an instrument to extract the views of the AD's through their proactive participation on the issues and challenges that are being faced by their newly established offices. More importantly is to develop a joint consensus on the ground realities including targeted actions with clear time lines and responsibilities. He stated that report of the workshop containing its findings and recommendations will facilitate both the department and the GIZ and other donors in developing short, medium and long term development programmes for strengthening the role and responsibilities of the offices of the new Local Government system. This report will also facilitate the LGE&RDD in taking up some of the issues with the Provincial Government such as enhancement of share under the PFC Award, sanction of technical wing, provision of mobility & accommodation and revision of certain rules and procedures so as to; ensure smooth functions of the new system under the LGA 2012.

Mr. Said Rehman, Deputy Director, LG&RDD gave a meticulous presentation on the different administrative aspects pertaining to the department and thoroughly compared the shape, strength, roles and responsibilities of the Directorate General, LG&RDD and its field offices before 2001, under the LGO 1979, after 2001 under the LGO 2001 and after 2012 with regard to roles enshrined in the LGA 2012. He enlightened the participants with the following comparison of the offices of the Directorate General at different points in time:

Directorate General Before 2001	Directorate General After 2012
Director General with Director HQ, Director Technical, Director	Director General
Chief Planning Officer	Director LG
7 offices of the Divisional Directors with accounts and support staff	2 Deputy Directors
Different AD's	1 Assistant Director
Program Officers	Support staff
Computer Cell	
Support staff	
Total strength (28)	

Office of AD/LG&RDD before 2001	Office of AD/LG&RDD after 2012
AD/LG&RDD	AD/LG&RDD
Office Assistants	Office Assistants
Assistant Engineer	Supervisors
Sub-Engineers	Computer operator
Accountant	Class-IV
Supervisors	
Senior Clerk	
Junior Clerk	
Class-IV	

He shared the diverse functions of the office of Assistant Director, LG&RDD as envisaged in the summary approved by the Provincial Government for revival of the Directorate General, LG&RDD as contained in Annexure-II.

He categorized the functions of the Assistant Directors as under:

- General/Administrative.
- Engineering/Technical.
- Community Development.
- Advisory/Regulatory.
- Supervision/Monitoring.
- Coordination of the line departments.

The details of functions falling under the above categories are as under:

S.#	Category	Functions
1	General/ Administrative	<ul style="list-style-type: none"> • Administration of LGA 2012 • Muslim Family Law Ordinance, 1962 • Conciliation Court Ordinance, 1962 • Census Coordination • Coordinating Elections Delimitation
		<ul style="list-style-type: none"> • Matters related to Referendum on national issue • Capacity Building of Local Councillors and Local Council Employees • Assist the union councils in delimitation and holding of LG elections • Matters related with the registration of death, birth and marriages • Matters related with Octroi and Zillah Tax • Local Government research, statistics and evaluation • Foreign delegations/training of Local Councillors • Arrangements of horse and cattle shows and fairs • Celebration of festivals and national occasions
2	Engineering	<ul style="list-style-type: none"> • Fire brigade/Disaster preparedness and mitigation • Rural works programmes and rural uplift • Carry out inspection and monitoring of development projects and CCB activities • Matters related with the Katchi Abadees
3	Supervisory	<ul style="list-style-type: none"> • Ensure that Union council's affairs are run as per government policy • Ensure attendance of staff in the UC's • Collect, verify, compile and submit information from UC's to district office • Ensure provision of information to the district head. • Administrative matters related to UC's staff
4	Community Development	<ul style="list-style-type: none"> • Women development programs • Village and local councils library program
5	Supervision & Monitoring	<ul style="list-style-type: none"> • Processing of ADP's through concerned local councils • Grants in aid for local councils • Foreign funded development programs being implemented by the local governments • Rural small roads other than roads maintained by the works & services, FHA and NHA • Local councils inspections, supervision and monitoring
6	Coordination	<ul style="list-style-type: none"> • To coordinate identification, Project preparation & and processing of Development Works in the sub- sectors of Rural Access Roads, Water Supply, Sanitation, Electrification, Slum Up-gradation and Regularization of Katchi Abadees in rural areas • Coordination of nation building departments through District Coordination Committees • Matters related with the development plans of local councils

Mr. Said Rehman apprised that, in view of the diverse functions assigned to the office of the Assistant Directors the following composition will suffice the future requirements:

- Assistant Director
- Assistant Engineer
- Development Planning Officer
- Community mobilization Officer (M)
- Community Mobilization Officer (F)
- Birth Registration Officer
- Sub-Engineers
- Work Supervisors
- Accountant
- Computer Operator/Assistants
- Naib Qasids/Chowkidars

Regarding the other logistic support, he proposed the following office equipment's and items should be provided to these offices:

- Office Space
- Vehicles (For coordination, engineering supervision and community out-reach)
- Computers (Desktops and server for networking amongst UCs)
- Motor cycles (for sub-engineers)
- Telephone, fax, photocopier
- Furniture

In addition to the above, following areas of trainings were proposed:

- Development Planning (including PC-I, II preparation & appraisal)
- Monitoring & evaluation techniques
- Proposal development & report writing
- Computer literacy and networking
- Contemporary approaches in social mobilization in rural context
- Training on roles and responsibilities of ADs enshrined in LGA 2012
- Exploring new avenues for resource generation for UCs

Mr. Ghulam Nabi, Deputy Secretary Local Council Board while accentuating the financial issues and matters related to the funds flow from the province to the office of AD and Union Council, gave an in-depth overview of the situation and proposed that, while searching for optimal solution of the problem, it may be kept forth that Local Councils Board and Offices of the Directorate General are perusing common goal of good local governance. He said that the LGO, 2001 was imposed in haste and now the LGA 2012 is also being implemented in the same mode. The enforcement of LGA 2012 from mid of the financial year created lot of problems in

terms of financial management. He was of the opinion that LGA should have been implemented from July, 2013 and that LG&RDD should avoid dual taxation i.e. taxation by the MC's and UC's which will not only burden common man but will also need the UC's to have both taxation and execution staff as all MNA's/MPA's are executing their development schemes through UC's. He advised that the office of the AD's should assume monitoring function instead of execution which will reduce their demands for additional funding. He admitted that the tax base of the local councils has narrowed due to absence of monitoring role of AD's in the past.

Mr. Ghulam Nabi stated that financial matters of UC's should be dealt by the Chairman Local Council Board. His idea was not consented by the participants on the analogy that, UC's are within the ambit of AD's and its financial matters should also be dealt by the AD's themselves.

Mr. Akhtar Munir Umarzai, AD LG&RDD Hangu highlighted some of the imperative aspects of the issue and stated that usually the role of AD's LG&RDD is misinterpreted as AD (Rural Development) whereas actually the AD has to look after both the LG and RD sectors of the department/functions and is the administrator by virtue of his designation. All the MC's and District Councils have been provided with sanctioned PLA's which is against the spirit of financial discipline as PLA is meant for Provincial Government funds and an officer of the MC or DC should not operate the PLA funds. It is only the AD's LG&RDD who represents the provincial government and should be declared as holders of the PLA. Since AD's LG&RDD will be the dealing officers of DDAC's after 30th June, 2013 and that placement of funds of UC's at the disposal of CCO's is against the rules and it should be at the disposal of the AD's LG&RDD hence; all the AD's should be authorized to open PLA's for such funds. He emphasized on the provision of engineering staff to the AD's LG&RDD and retrieval of the office of the AD's as they were before 2001.

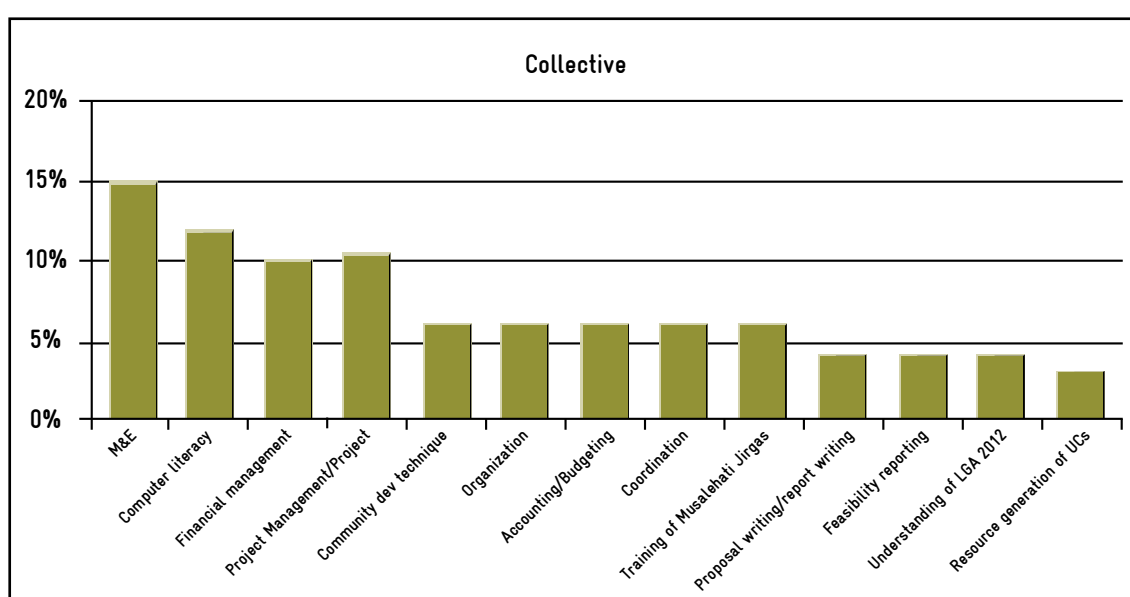
Mr. Abdur Rashid, AD Haripur stated that government should immediately notify the DCC's and its composition so that the AD's assume the role of its secretary. Mr. Shiraz, AD Swabi proposed that UC Secretaries should be provided training opportunities in Local Governance School and post of AD (Training) should be created in Directorate General's Office in order to look after this essential aspect. Mr. Sardar ul Mulk emphasized that the proportion of UC secretaries per UC is more than one in other provinces whereas; in KPK this proportion is only one; which makes it difficult for these officials to perform diverse functions assigned to them.

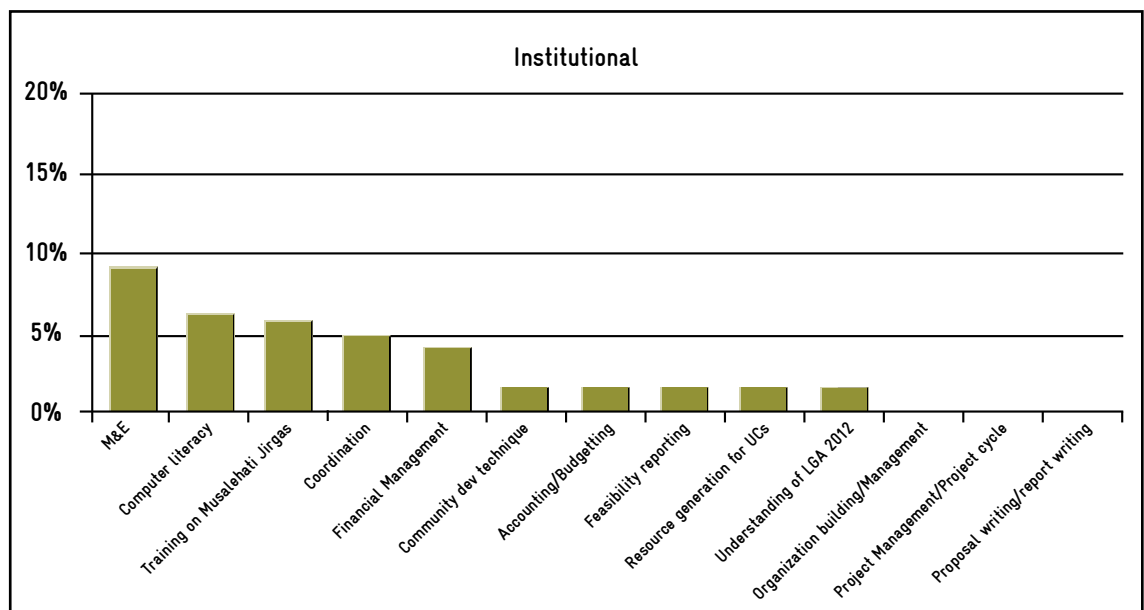
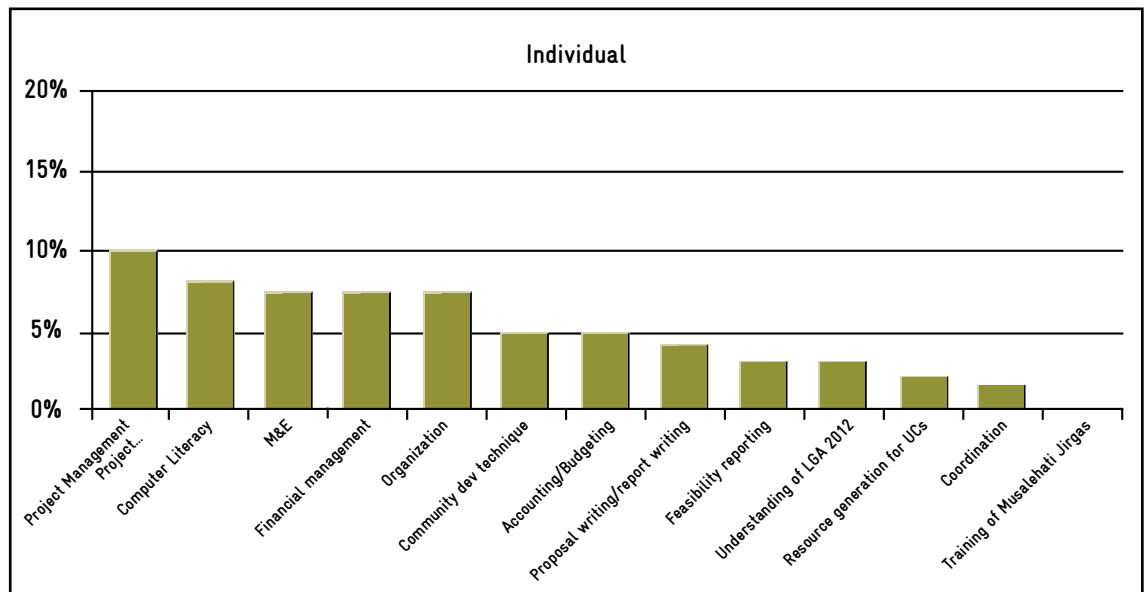
3. Summary of the Training Needs Assessment (TNA)

All the participants were involved in an individual exercise for Training Need Assessment. For this purpose a structured proforma/questionnaire was circulated to all participants. The participants provided the information according to their requirement which is summarized below:

Required training	Prioritisation on the basis of number of proposals	
	Individual	Institutional
Computer literacy	7	6
Proposal writing/report writing	4	0
M&E	6	9
Community development techniques	5	1
Financial Management	6	4
Organizational development and management	6	0
Accounting/Budgeting	5	1
Feasibility reporting	3	1
Project management/Project cycle	10	0
Resource mobilization for UC's	2	1
Understanding of LGA 2012	3	1
Coordination	1	5
Training on Musalehati Jirgas	0	6

Graphic view of prioritised training areas





4 Group Work and Recommendations

This session was designed to get feedback from the participants. The participants of the workshop were divided into three groups; keeping in view their background, knowledge and relevance to the topics. Each of these groups was led by a senior officer, selected on the basis of his experience in the department. He was to intercede and maintain equilibrium amongst the opinions of group members, and present the recommendations. All the groups were given two hours to deliberate upon and compile their recommendations. The thematic areas are as under:

i	Issues and challenges- with regard to human and logistic resource situation
ii	Financial Issues of AD's Offices & UC's
iii	Issues pertaining to Laws/Rules concerning working/functions of AD's

Group 1: Identification of issues and suggestions for resolution

S#	Prioritized Issues	Suggestions for resolution
1	Staff deficiency in office of Assistant Director, LG&RDD. i. Technical staff ii. Ministerial staff iii. Information technology staff	The deficiency of staff shall be properly advocated with the administrative department, Finance and Establishment Department so that appropriate staff in all necessary cadres is sanctioned and posted immediately. Staff position prior to devolution plan implementation be restored with additional new cadre staff recommended.
2	Staff deficiency at Tehsil and Union Council levels.	Necessary measures be undertaken to create positions of Tehsil level staff including Supervisors and the number of UC Secretaries should be enhanced from one to at least two keeping the Punjab Model in view.
3	Lack of capacity of the field staff.	The staff in the offices of the AD's and Union councils proposed in the Tehsil levels should be trained in the new environment and in contemporary technologies including: i. Computer literacy and networking ii. Budgeting and accounting iii. Preparation of feasibility reports, PC-I, PC-II and other project documents and proposals. iv. Monitoring and Evaluation v. DPMS (Development projects management system)
4	Logistic support in form of: i. Office accommodation ii. Official residence iii. Mobility support iv. Communication support v. Necessary office equipment	Immediate delivery of the computers procured for UC's to all the UC's. Allocation of revenue funds for procurement of the deficient logistic support.

Group 2: Identification of issues relating to finances

S#	Prioritized Issues	Suggestions for resolution
1	Funding for logistic support and accommodation.	Initiating action on provision of Section 4,5,81, 170, 171 and 187 of the Local Government Ordinance, 2012
2	Sanction of technical / engineering staff for transforming the offices of AD's LG&RDD into an executing agency for developmental schemes.	Expediting action on submission of SNE (schedule of new expenditure) for creation of the required staff. This will also boost morale of the Department.
3	Initiating dedicated development initiatives for Rural Development.	The introduction of regulatory regime to ensure that development schemes under the District ADP, MPA/MNA Programmes, Foreign funded projects are executed through the AD's LG&RDD as per practice before devolution in 2001.

Group 3: Identification of legal issues and suggestions for resolution

S#	Prioritized Issues	Suggestions for resolution
1	Time frame for enforcement of Khyber Pakhtunkhwa Local Government Act 2012 (Interim period).	Specific time frame is announced for interim period of enforcement of LGA 2012. This will facilitate assets handing over to LG&RDD as a revived department.
2	Removal of difficulty under Section 7 of LGA 2012.	Office of Directorate General should take the case for redressal of the difficulties being faced by the AD's with removal of difficulty clause.
3	The LGA 2012 does not mention restoration/ revival of Directorate General.	The Act should be amended to protect the seniority of the LG&RDD staff and restoration of Directorate which earlier has been revived under an executive order.
4	Part-III of the Act provides designated role of the AD's LG&RDD as supervisor of the UCs, but it entails administrative inconvenience/dependence of LG&RDD on district set up.	The Act should be amended accordingly.
5	DCC's to be notified.	Relevant section of the Act should be enforced through notification.
6	The Act should be updated to revive the offices of the Divisional Directors.	The Act should be amended accordingly.
7	Roles and responsibilities and Rules of Business be developed.	Organogram of the LG&RDD be notified. Functions of the LG&RDD at field level be notified. Rules of Business be notified through the competent authority.

5. Conclusion and Recommendations of the Workshop

The Director General LG&RDD in his concluding remarks appreciated the joint efforts of GIZ-ARC and Local Government, Elections and Rural Development Department for making the event successful and purpose oriented. The event created an opportunity for all the Assistant Directors LG&RDD to sit together after a period of thirteen years and conduct indepth analysis of their perspective roles and responsibilities and identify the institutional and regulatory shortcomings being faced in the prompt implementation of the Khyber Pakhtunkhwa Local Government Act 2012. He ensured that the capacity, institutional as well as regularity deficiencies as identified by the Assistant Directors will be adequately addressed and a comprehensive case based upon these essential requisites will be prepared and submitted to the Local Government, Elections and Rural Development Department for addressal.

Mr. Mian Asim Ismail, Senior Policy Adviser GIZ - Governance Programme acknowledged the active role of the participants and expressed hope that the recommendations eventuated through the consultative process will bear fruition in future. He informed that the GIZ - Governance Programme will continue supporting the department in meeting its institutional and individual capacity building requirements and the conduct of workshop is aimed at to determine such requirements. The major conclusions and recommendations of the workshop are as under:

- There is urgent need to devise and implement clear policy regarding the property and assets distribution amongst the legal successors of Local Government department as per spirit of LGA 2012.
- The institution of Director General LG&RDD be restored with its traditional and historical role and functions.
- The vacant positions both in the Directorate General and AD's offices may be filled immediately. Direct quota vacancies falling in the mandate of PSC may be referred to them for immediate filling under the rules.
- Government should re-notify the powers and functions of AD's LG&RDD in the districts in order to enable them to discharge their duties in letter and spirit.
- Technical staff both in Director General and AD's LG&RDD offices may be sanctioned from the Finance Department so that; AD's offices are able to contribute in the development process.
- DDAC vehicles and offices should be handed over to AD's LG&RDD being its secretary and custodian of the record.
- A case for the funds share of Union Councils under the new Act 2012 may be prepared and sent to Finance Department. As an interim arrangement, a share in the existing Octroi and Zilla Tax may be fixed on formula basis to save UC's from financial hardship.

6. Annexure-I

Job Descriptions of Directorate General LG&RDD

The Directorate of LG&RDD will be responsible for operational matters relating to the following subjects assigned to Local Governments Department as its Business:

- Implementation of laws and regulations relating to Local Governance in the province;
- Implementation of North West Frontier Province Public Property (Removal of Encroachment) Act, 1977;
- Implementation of Muslim Family Laws Ordinance, 1962, Conciliatory Court Ordinance, 1962, Musalehati Jirga and village police;
- Fire Fighting, Disaster Management and Emergency Preparedness;
- Housing and Population Census;
- Management of Burning and Burial grounds and Muslim grave-yards other than those administered by the Auqaf Department;
- Elections to Provincial and National Assemblies and Referendum on national issue;
- Secretarial assistance to Provincial Election Authority and Provincial Election Tribunals in connection with elections to local councils;
- Development Works, Uplift Initiatives, Water Supply, Sanitation, Village Electrification, Slum Up-gradation and Regularization of Kachi Abadees in Rural Areas;
- Development Plans of local councils including processing of annual development programme in Rural Development Sector;
- Financial grants for local councils, Local Council Pool Fund, Claims relating to Local Councils, Local Taxation, Imposition of Local Rates, Grants in lieu of Octroi and Zilla Tax and Urban Immoveable Property Tax;
- Monitoring and supervision of foreign funded development programs implemented by local councils;
- Rural Roads other than those maintained by the works & Services Department or Highways Authorities
- Women Development, Adult Education, Establishment of Reading Rooms, Registration of Deaths/ Births/ Marriages and Data Collection through Local Councils.
- Inspections, supervision and monitoring of Local Councils.
- Service matters of local councils and employees of LG&RDD except those entrusted to Establishment & Administration Departments.
- Delegation of powers to Local Councils, Determination of Privileges and protocols of Local Councillors.
- Capacity Building of Local Councillors and Local Council Employees, Organizing seminars, workshops, conventions, publications on local governance, coordination of training programmes and research, analysis and evaluation of issues in Local Governance;
- Local Councils contribution to provincial government in connection with national festivals, important events and arrangements of horse and cattle shows and fairs;
- Coordination of Nation Building Departments through District Coordination Committees.
- Specific functions assigned by the Government.

Assistant Director LG&RDD will be responsible for the following functions in the district:

- To ensure that the local councils in the district perform their functions in accordance with law and rules relating to Local Governance;
- To oversee that public properties are kept clear of encroachments and the provisions of NWFP Public Property (Removal of Encroachment) Act, 1977 are promptly pressed into service in case of any trespass;
- To coordinate activities aimed at alternate dispute resolution through the processes of conciliation and arbitration;
- To oversee preparation for Fire Fighting, Disaster Management and Emergency Preparedness;
- To coordinate Housing and Population Census in the district;
- To assist the local council in Management of Burning and Burial grounds and grave-yards;
- To assist the District Administration and act in aid of Election Authorities in conduct of elections to Provincial and National Assemblies and Referendum on national issue;
- To act in aid of the Provincial Election Authority in conduct of elections to local councils;
- To coordinate identification, projectization and processing of Development Works in the sub-sectors of Rural Access Roads, Water Supply, Sanitation, Electrification, Slum Up-gradation and Regularization of Kachi Abadees in Rural Areas;
- To assist local councils prepare, document and process their Development Plans;
- To process projects in Rural Development Sector for annual development programme;
- To facilitate local councils access financial grants from the provincial government; create and maintain Local Council Pool Funds, examine and render advice on claims against Local Councils, guide local councils in Local Taxation, Imposition of Local Rates, assess the impact of Grants in lieu of Octroi and Zilla Tax and Urban Immoveable Property Tax;
- To monitor and supervise foreign funded development programs implemented through local councils;
- To steer programmes for Women Development, Adult Education, Establishment of Reading Rooms, Registration of Deaths/Births/Marriages and Data Collection through Local Councils;
- To inspect, supervise and monitor Local Councils in the district;
- Service matters of local councils and employees of LG&RDD except those entrusted to Establishment & Administration Departments.
- Delegation of powers to Local Councils, Determination of Privileges and protocols of Local Councillors.
- Capacity Building of Local Councillors and Local Council Employees, Organizing seminars, workshops, conventions, publications on local governance, coordination of training programmes and research, analysis and evaluation of issues in Local Governance;
- Local Councils contribution to provincial government in connection with national festivals, important events and arrangements of horse and cattle shows and fairs;
- Coordination of Nation Building Departments through District Coordination Committees.

8. Annexure-III Concept Paper One Day Workshop on Assessment of Individual, Institutional Capacity Deficiencies and Defining the Way Forward for Filling the Gaps

Concept note for institutional support to strengthen the newly established offices of Assistant Directors LG&RDD and Directorate General LG&RDD and re-alignment of Union Councils in Khyber Paktunkhwa Province:

Background

With the introduction of LGO 2001, local government and rural development department, was restructured drastically and the office of the Directorate General LG&RDD at the provincial level and offices of the Assistant Directors LG&RDD in the 25 districts were abolished without providing any appropriate substitute administrative structure. The decision created a vacuum and resulted virtual non-existence of a supervisory, monitoring and coordinating set up for the local councils particularly the union councils. After a lapse of 12 years the provincial government has revived not only the Directorate General at the provincial level but also the offices of the Assistant Directors LG&RDD in 25 districts since January 1, 2012. All the Assistant Directors in the province have been notified as Administrators of the union councils and now they are passing through establishing and positioning themselves to play an effective role at the district level as per functions assigned to them under the LGA 2012.

Prevailing situation

Although the Directorate General and its field offices to the extent of offices of the Assistant Directors have been revived and some skeleton staff has been sanctioned, only Assistant Directors have been posted with a number of dual charge and posting of progress officers against these posts. The very limited support staff has been sanctioned which too is in the process of recruitment. This is going to greatly hinder the working of these offices. Similarly these offices face number of issues and challenges few of them are summarized as under:

Issues and challenges

- The shortage of sanctioned Human Resources, the vacant positions and limited capacity of existing staff. No engineering staff has been sanctioned for these offices whereas the role envisioned in the LGA 2012 warrants that these offices be equipped with technical staff and expertise.
- Logistical issues such as office accommodation, residences and mobility
- Lack of Financial allocations both for AD's offices and UC's
- Lack of vertical and horizontal Coordination
- Need for Revision of existing Rules and procedures to cope with the new ground realities
- Ensuring smooth flow of funds for union councils to sustain existing level of services
- The challenge of Enhancing the civil registration by the UC's
- Improving the ADR through Musalahati Jirga's
- Improving the Monitoring, supervision and Reporting mechanism at UC's and district level
- Creation of own source revenue for UC's
- Communication strategy to interact with the citizens;
- Demoralized staff due Lack of upward promotion at different level;
- Vague policy for the allocation of UC's funds to MPA's and issues related therewith;
- Need for clarity on roles and responsibilities of the new local councils;

Opportunities

- A full-fledged Directorate General LG&RDD has been revived to provide the much needed provincial hierarchy to the district offices;
- Finance Department has sanctioned different posts for the AD's in 25 districts of KPK;
- Some of the experienced officers and officials are still working in the department to provide guidance and support for the revival of the system;
- New LGA 2012 provide specific and strong role and recognition to the offices of the AD's;
- All the UC's have been provided computers for civil registration and training is also in the pipe line;
- Donors are interested to provide technical support to strengthen the AD's offices to play their due role in the LG system;
- Revival of DDAC declaration of the Ads as Secretaries of DDACs as notified by the Secretary LG&RDD;
- Requisition has been sent to the PSC for recruitment of fresh officers against the quota reserved for fresh recruitment;
- Secretary LG&RDD has agreed to prepare SNE for creation of Engineer wing for the AD's offices;
- Some of the officers got the chance of promotion and thus they are much enthusiastic to work with zeal and interest;
- Capacity building and system development projects such as MSP, GIZ, WSP and UNICEF etc;
- LG&RDD with the support of partner organizations is willing to create opportunities for the staff of LG&RDD for enhancing their technical capacity to cope with their job..

Way forward

Given the long list of multiple challenges and opportunities, it is high time for the Assistant Directors to put their heads together, through consultative processes, to come up with concrete proposals and suggestions for different stakeholders both national and international to enhance their role and efficiency and better serve the masses.

We will be looking forward to very candid and realistic discussion not only on the issues and challenges that are being faced by the newly established offices of the Assistant Directors LG&RDD and Directorate General LG&RDD but more importantly to develop a consensus on the “doable” actions with clear time lines and responsibilities.

This workshop is designed to be just the beginning of a long journey that these new entities are destined to achieve the common and cherished goals of developing them into an efficient and trustworthy service delivery points enjoying the confidence of the public—the ultimate aim of any good governance initiative or program.

The findings and recommendations of the workshop will be compiled into a report that shall facilitate both the department and the GIZ and other donors in developing short term, medium term and long terms development program for strengthening the role and responsibilities of the offices of the new LG system. This report will also facilitate the LG&RDD in taking up some of the issues with the provincial Government such as share in the PFC Award, sanction of technical wing, provision of mobility and accommodation and revision of certain rules and procedures to ensure smooth functions of the new system under the LGA 2012.

9. Annexure-IV

Agenda of Workshop

S#	Activity/ Agenda item	Time	Resource Person/ Responsibility
1	Registration of participants	9:00 hrs – 9:30 hrs	GIZ-Team
2	Recitation	9:30 hrs – 9:40 hrs	One participant
3	Welcome remarks	9:40 hrs – 9:50 hrs	Mr. Christine Mueller
4	Opening Remarks	9:50 hrs – 10:10 hrs	Director General, LG&RDD
5	Workshop Objectives	10:10 hrs – 10:20 hrs	Mian Asim Ismail
	Tea Break	10:20 hrs – 10:45 hrs	
6	Presentation on Issues and challenges- with regard to human and logistic resource situation	10:45 hrs – 11:05 hrs	Mr. Javed Khan
7	Comparison of HR and Logistic Resources before LGO 2001& after LGA- 2012	11:05 hrs – 11:25 hrs	Mr. Said Rehman
8	Presentation on Financial Issues of AD's offices & UC's	11:25 hrs – 11:45 hrs	Mr. Ghulam Nabi
9	Laws/Rules concerning working/ functions of ADLG	11:45 hrs – 12:00 hrs	Madam Tahira Yasmin
10	Update on Delimitation of Local Councils & the next step	12:00 hrs – 12:10 hrs	Mr. Sajid Gul
11	TNA-Individual exercise	12:10 hrs – 12:30 hrs	Mr. Javed Khan
12	Questions & Answers session on the major presentations	12:30 hrs – 13:00 hrs	All presenters
	Prayer and Lunch Break	13:00 hrs – 14:00 hrs	
13	Group work on three main issues emerged out of the discussion in item 6,7,8,9	14:00 hrs – 15:00 hrs	Mr. Said Rehman, MrJaved Khan
14	Presentation by group and discussion	15:00 hrs – 15:45 hrs	Group leaders
15	Conclusion and summarization	15:45 hrs – 16:00 hrs	Mr. Said Rehman, Mian Asim Ismail

10. Annexure-V

List of Participants

S#	Name	Designation/Department	Contact no
1	Mr. Atif ur Rehman	Director General, LG&RDD	0315-9778011
2	Ms. Christine Muller	Acting Principal Advisor, GIZ-ARC	0304-5726748
3	Mr. Mian Asim Ismail	Senior Policy Advisor, GIZ-ARC	0321-9101450
4	Mr. Khaliq Khan	Local Governace Advisor, GIZ-ARC	0300-5740912
5	Mr. Said Rehman	Deputy Director, LGE&RDD	0300-5904093
6	Mr. Javed Khan	Planning Officer, LGE&RDD	0313-9850601
7	Mr. Muhammad Haroon	Assistant Director, LG&RDD	0346-9581306
8	Mr. Abdul Hussain	Assistant Director, LG&RDD	0301-8940490/0928620828
9	Mr. Shad Muhammad	Assistant Director, LG&RDD	0343-9526661/0997305513
10	Mr. Israrullah	Assistant Director, LG&RDD	0313-9133455
11	Mr. Salim Raza	Assistant Director, LG&RDD	0300-5857192
12	Mr. Qadir Naseer	Assistant Director, LG&RDD	0344-9119229/0943-412086
13	Mr. Dilawar Khan Barki	Assistant Director, LG&RDD	0345-9848903/0966928214
14	Mr. Shibli Khan	Assistant Director, LG&RDD	0343-9204446
15	Mr. Akhtar Munir	Assistant Director, LG&RDD	0300-5633222/0925-621530
16	Mr. Abdul Rashid	Assistant Director, LG&RDD	0300-5644189/0995-612143
17	Mr. M. Haleem	Assistant Director, LG&RDD	0346-9497912
18	Mr. Abid Zaman	Assistant Director, LG&RDD	0333-9622944/9260038
19	Mr. M. Owais	Assistant Director, LG&RDD	
20	Mr. Khalid Israr Shah	Assistant Director, LG&RDD	0336-9622172/0969-538333
21	Mr. Sardar ul Mulk	Assistant Director, LG&RDD	0346-5951765/0932-411462
22	Mr. Faizllah	Assistant Director, LG&RDD	0345-9199320
23	Mr. Asad Ali	Assistant Director, LG&RDD	0346-9056705
24	Mr. Fazullah	Assistant Director, LG&RDD	0300-9175890
25	Mohammad Afzal	Assistant Director, LG&RDD	0308-88882442
26	Mr. Sheraz	Assistant Director, LG&RDD	0331-9198235
27	Zia-ur Rehman Jadoon	Assistant Director, LG&RDD	03348950652/0997-311756
28	Mr. Mausam Khan	Assistant Director, LG&RDD	0312-5793912

Respected Director General Local Government & Rural Development, and; Distinguished Guests

Assalam -Wa-Aleekum

Let me first of all; felicitate the GIZ and the Local Government Department team for jointly arranging the diagnostic workshop for the Assistant Directors to deliberate upon impediments that have cropped up after the change in the system. I hope that the outcome of this workshop will provide valuable insights for the Local Government Department in evolving a plausible institutional roadmap for rural administration.

Ladies and Gentlemen

The enactment of the Local Government Act -2012 has introduced several structural changes in the Local Governance system; prominent amongst them is the revival of the rural-urban divide. With this significant development, the local governance administrative setup in Khyber Pakhtunkhwa Province has experienced across the board adjustments in terms of functions, roles, territorial jurisdictions, nomenclatures etc.

Although the institution of Assistant Directors existed before the promulgation of Local Government Ordinance 2001 however; their revival warrants stimulation of their district establishments to the optimum. At this juncture of time; It will be imperative to know that as to what sort of regulatory and administrative impediments are being faced by them in running day to day affairs and what type of assistance they are expecting from the Provincial Government to fully functionalize and efficiently exercise their official mandates.

Ladies and Gentlemen

The conduct of the Diagnostic Workshop will create an appropriate opportunity for the Assistant Directors to enhance their understanding of the newly enacted local government system and mutually discuss regulatory and institutional problems being faced by them in the practical implementation of the LGA -2012. Infact it will also serve as a tool for the department to derive a synopsis of the administrative and regulatory obstructions being encountered by these officials in the implementation of their official charter.

Ladies and Gentlemen

With much of the province's population being the inhabitants of the rural areas; I being the representative of GIZ aspire for an enlightened & healthy rural society that contributes to the prosperity of province.

Holistically speaking, a viable roadmap for prompt implementation of the Local Government Act in the rural areas is the need of the hour and will be of immense value to address the current issues.

Finally, let me assure the esteemed audience that GIZ will extend its all-out support to the Local Government Department for smooth functioning of its systems.

I thank you all for participation.




DIAGNOSTIC WORKSHOP FOR ASSISTANT DIRECTORS; LOCAL GOVERNMENT, ELECTIONS AND RURAL DEVELOPMENT DEPARTMENT

**SUPPORT TO GOVERNANCE IN PAKISTAN
ADMINISTRATIVE REFORM COMPONENT
KHYBER PAKHTUNKHWA**

Implemented by:



14/05/2013 GIZ Support to Good Governance in Pakistan Programme Page 1



Component Outcome

- Administrative Reform
 - Enhance the capacities and improve the procedures for raising efficiency in local administration and elected councils in Khyber Pakhtunkhwa in order to align them with the Local Government Act 2012, Malakand Strategy and Post-Crisis Needs Assessment (PCNA)

14/05/2013 GIZ Support to Good Governance in Pakistan Programme Page 2



Duration

Ten years and four months:

- Phase 1: September 2010 – December 2013
- Phase 2: January 2014 – December 2017
- Phase 3: January 2018 – December 2020

14/05/2013 GIZ Support to Good Governance in Pakistan Programme Page 3



Counterparts

- Government of Khyber Pakhtunkhwa
 - Local Government and Rural Development Department
 - Provincial Disaster Management Authority
 - Provincial Reconstruction, Rehabilitation and Settlement Authority


14/05/2013 GIZ Support to Good Governance in Pakistan Programme Page 4



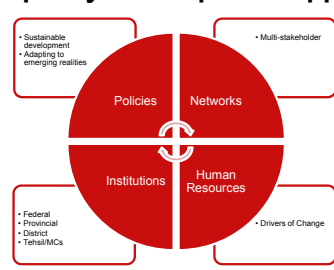
Administrative Reform Team

- **Dr. Detlef Barth, Principal Advisor**
- **Mian Asim Ismail Senior Policy Advisor Local Government system.**
- **Mr. Philipp Niehenke, Advisor Administrative Reform**
- **Mr. Muhammad Khaliq, Advisor Local Governance**
- **Mr. Shakeel Ahmed, Advisor Local Civil Service and Training**
- **Mr. Tariq Khan Afridi, Advisor Communication and Civic Education**

14/05/2013 GIZ Support to Good Governance in Pakistan Programme Page 5




GIZ: Capacity Development Approach



Capacity development means strengthening the ability of people, organisations and networks to develop and use their resources for sustainable development in a way that is effective and efficient.

14/05/2013 GIZ Support to Good Governance in Pakistan Programme Page 6




Outputs

1. Fostering the framework for implementing the local government act, particularly negotiation of competencies, definition of work procedures and supervision, reporting and controlling (intergovernmental administrative and fiscal relations)
2. Support in shaping local civil service, particularly designing its structure, mode of operation and strategic orientation
3. Strengthening a training system for the lower cadres of civil service (including Local Governance School)

continued...

14/05/2013 GIZ Support to Good Governance in Pakistan Programme Page 7



Outputs (continued)

4. Strengthening PDMA/PaRSSA and LG&RDD in developing innovative forms of local service delivery including integrated service compounds (MCs and DDMUs)
5. Developing strategies for imparting knowledge and experience on the new local government act and on progress in implementing the Malakand Strategy and PCNA

continued...

14/05/2013 GIZ Support to Good Governance in Pakistan Programme Page 8



Team Achievements

- **Undertook 30 different interventions**
 - LGA-2012 Act; Post enactment implications for LGE&RDD
 - LG Budget Trend Analysis
 - Recruitment rules of PUGF, Civil service trainings, structure & institutes, evaluation of pre-service trainings
 - Prepared, training evaluation guides, schedules, booklets, toolkits, soft material for trainings to LGS
 - Solid Waste Management Strategy Barikot
 - Piloted 2 Municipal Committees for solid waste & street management


14/05/2013 company presentation 2012 Page 9



Team Achievements

- Capacity building of 120 officials was enhanced locally
- International trainings were arranged for officials of LG and PDMA
- Stocktaking of 10 municipal Committees in Malakand
- Handbook on DRM model Mansehra
- Study on Information & Technology Culture in LG
- Documentary on achievements of LG
- Publication on success stories in LG

14/05/2013 company presentation 2012 Page 10



Assignments underway

- Workshop for ADs, CCOs, CMOs. And Implications of 18th Amendment on LGE&RDD.
- Participatory Planning and Budgeting.
- Framework for establishment of Policy Reforms Cell in LGE&RDD.
- Modifications in rules and laws of LGE&RDD.
- Institutional support to Delimitation Authority.
- Translation of Khyber Pakhtunkhwa Local Government Act 2012 in Urdu.
- Refining structure of the Local Council Service (ongoing).
- Report on the institutional development of the Local Governance School (LGS).

14/05/2013 company presentation 2012 Page 11



Assignments underway

- Develop Training calendar 2013 for LGS.
- Technical Assistance in the development and conduct of transfer of training of the Administrative Reform Component supported trainings.
- Strengthening the training system for the LGE&RDD.
- Printing of Building resilience by learning – The Disaster Risk Management Handbook.
- Mansehra Model of Disaster Risk Management (disaster risk management systems analysis and processes).
- Comparative Assessment of DDMU Mansehra and Swat (in the context of flood 2010).

continued...

14/05/2013 company presentation 2012 Page 12



giz Technische Zusammenarbeit
für nachhaltige Entwicklung
Cooperation for Sustainable Development

Assignments underway

- Finalisation of desk study on the Local Government System in Khyber Pakhtunkhwa.
- Capacity development of Khyber Pakhtunkhwa Information Officers.
- Long-term communication strategy formulation of Local Government Elections and Rural Development Department.
- Website development for Local Government Elections and Rural Development Department.
- Elaboration of a visual handbook on Khyber Pakhtunkhwa Local Government Act 2012.

continued...

14/05/2013 company presentation 2012 Page 13



giz Technische Zusammenarbeit
für nachhaltige Entwicklung
Cooperation for Sustainable Development

Why Diagnostic Workshop?

continued...

14/05/2013 company presentation 2012 Page 14

Objectives

- **Situation Analysis with regards to Human, logistic resources and legal framework existing for Directorate General LG and its field formation.**
- **Brainstorming on visualizing an effective and efficient LG&RDD in the province**
- **Brainstorming on Training and capacity development needs of ADs.**
- **Documentation of the existing situation, challenges, opportunities and way forward for presenting to the government and donors for required interventions.**



Overview of the issues & challenges in the strengthening of Directorate General & AD LG&RDD

Workshop Agenda

1. Tilawat
2. Welcome remarks
3. Opening Remarks
4. Workshop Objectives
5. *Tea Break*
6. Issues and challenges- with regard human and logistic resource availability
7. Issues of Financial Management / resource mobilization for Rural Development through Asstt Directors and Union Councils
8. Training needs of Ads and review of rules/legislation
9. Update/ guide-liens for Delimitation of Union Councils
10. *Prayer and Lunch Break*
11. Group discussions on 6,7,8.
12. Individual Group work Presentation by group and discussion
13. Conclusion

Objectives

- ◆ Situation Analysis with regards to Human, logistic resources and legal framework existing for Directorate General LG and its field formation.
- ◆ Brainstorming on visualizing an effective and efficient LG&RDD in the province
- ◆ Brainstorming on Training and capacity dev needs of ADs.
- ◆ Documentation of the existing situation, challenges, opportunities and way forward for presenting to the government and donors for required interventions.

Background

- ◆ Abolition of the Dte General LG&RD and field offices in 2001
- ◆ Absence of a supervisory, monitoring and regulatory structure for working of LCs particularly UCs for 12 long years
- ◆ Establishment of Dte Gen (D&M)
- ◆ Skeleton revival of Dte General in KP and all the districts
- ◆ The entity is still in the process of evolution

Prevailing situation

- ◆ Posting of Director General
- ◆ Posting of Assistant Directors with dual charge in a number of districts
- ◆ Scarcity of human and logistic support
- ◆ Non-availability of independent office for AD LG in the District

Issues and Challenges

- ◆ Shortage of sanctioned HR
- ◆ Vacant positions especially support staff
- ◆ Limited capacity of available staff
- ◆ Office accommodation
- ◆ Mobility support
- ◆ Absence of engineering staff
- ◆ Scarcity of operational and dev funds
- ◆ Linkage/ Coordination issues
- ◆ Conflict of existing rules with ground realities
- ◆ Low Birth Registration- A challenge

Issues and Challenges

- ◆ Capacity for promotion of ADR culture
- ◆ Monitoring and supervision of UC works
- ◆ Resource generation capacity
- ◆ Policy for Communication / interaction with communities for community mobilization
- ◆ Career development challenges
- ◆ Clarification of policy for utilization of dev funds of UCs
- ◆ Clarity on Roles and Responsibilities viz-a-viz working of Local Councils
- ◆ Review of rules, bye-laws and mendment in accordance with need of the hour/Ground realities

Opportunities

- ◆ Directorate General and ADs have yet to take-off and is open for reforms/ changes
- ◆ District Councils/ UCs have to be effectively linked with the LG System
- ◆ Some experienced Officers are willing to contribute to the strengthening of the Dte General and ADs.
- ◆ LGA 2012 provides ample opportunities to define the field level role of the AD s in local development
- ◆ DDACs
- ◆ LGRDD and donor organizations are willing to support the LG System for its strengthening and effective service delivery in Rural Development Sector
- ◆ The Provincial ADP is in initial drafting stage.
- ◆ New Care-take government will demonstrate more willingness for institutional strengthening of te LG&RDD

Way forward

👉 Lets think and speak out



Comparison of HR and Logistic Resources before LGO 2001 & after LGA- 2012

Directorate General LG&RDD Before LGO and After LGA

- | | |
|---|----------------------------|
| ■ Director General with
Director HQ, Director
Technical, Director | ■ Director General |
| ■ CPO | ■ Director LG |
| ■ Different AD's | ■ 2 DD's |
| ■ Program Officers | ■ 1 Assistant Directors |
| ■ Computer Cell | ■ Support staff |
| ■ Support staff | Total strength (28) |

Divisional Directorates Before LGO and After LGA

- Divisional Directors with Accounts and Admin staff
- Non-existing

Assistant Directors Before LGO and After LGA

- | | |
|---------------------|---------------------|
| ■ AD LG | ■ AD LG |
| ■ Office Assistants | ■ Office Assistants |
| ■ AE | ■ Supervisors |
| ■ Sub-Engineers | ■ Computer operator |
| ■ Accountant | ■ Class-IV |
| ■ Supervisors | |
| ■ Senior Clerk | |
| ■ Junior Clerk | |
| ■ Class-IV | |

Functions of AD LG

(As per Revival summary)

- **Administration of LGA 2012**
- **Muslim Family Law Ordinance, 1962**
- **Conciliation court Ordinance, 1962**
- **Special Marriage Act, 1872**
- **Census Coordination**
- **Coordinating Elections & delimitation**
- **Matters related to Referendum on national issue**
- **matters related with village and union councils police**
- **Rural Works Programs**
- **Matters related with the Dev plans of local councils**
- **Ensure that UC's affairs are run as per government policy**

Functions of AD LG

- **Carry out inspection and monitoring of development projects and CCB activities**
- **Ensure provision of information to the district head**
- **Administrative matters related to UC's staff**
- **Assist the union councils in delimitation and holding of LG elections**
- **local councils**
- **Grants in Aid for local councils**
- **Foreign funded development programs being implemented by the local governments**
- **Rural small roads other than roads maintained by the works & services, FHA and NHA**
- **women development programs**
- **Village and local councils library program**
- **local councils inspections, supervision and monitoring**
- **Matters related with the registration of death, birth and marriages.**
- **Matters related with the kachi abadi**

Functions of AD LG

- To coordinate identification, preparation & processing of Development Works of Rural Access Roads, Water Supply, Sanitation, Electrification, Slum Up-gradation and Regularization of Kachi Abadies
- Coordination of Nation Building Departments through District Coordination Committees.
- Matters related with Octri and Zillah Tax.
- Local Government research, statistics and evaluation
- Foreign delegations/ training of Local Councilors
- Arrangements of horse and cattle shows and Fairs
- Celebration of festivals and national occasions
- Coordination of Nation Building Departments through District Coordination Committees.
- any other function assigned by the Government.
- To coordinate activities aimed at alternate dispute resolution through the processes of conciliation and arbitration;
- To oversee preparation for Fire Fighting,

Categorization of functions of ADs

- General/ Administrative
- Engineering/Technical
- Community Development
- Advisory/ Regulatory
- Supervision & Monitoring
- Coordination of the line departments

Grouping of functions of ADs

General/ Administrative

- Administration of LGA 2012
- Muslim Family Law Ord, 1962
- Conciliation court Ord, 1962.
- Census Coordination
- Coordinating Elections delimitation
- Matters related to Referendum on national issue.
- Capacity Building of Local Councilors and Local Council Employees
- Assist the union councils in delimitation and holding of LG elections
- Matters related with the registration of death, birth and marriages
- Matters related with octri and Zillah Tax.
- Local Government research, statistics and evaluation
- Foreign delegations/ training of Local Councilors
- Arrangements of horse and cattle shows and Fairs
- Celebration of festivals and national occasions

Engineering

- Fire Brigade/ Disaster preparedness and mitigation
- Rural Works Programs and rural uplift
- Carry out inspection and monitoring of development projects and CCB activities
- Matters related with the kachi abadi

Grouping of functions of ADs

Supervisory

- Ensure that Union council's affairs are run as per government policy.
- Ensure attendance of staff in the union councils
- Collect, verify, compile and submit information from UC's to district office
- Ensure provision of information to the district head.
- Administrative matters related to UC's staff

Community Dev

- women development programs
- Village and local councils library program

Grouping of functions of ADs

Supervision & Monitoring

- Processing of ADP's through concerned local councils.
- Grants in Aid for local councils
- Foreign funded development programs being implemented by the local governments
- Rural small roads other than roads maintained by the works & services, FHA and NHA
- local councils inspections, supervision and monitoring

Coordination

- To coordinate identification, Project preparation & and processing of Development Works in the sub-sectors of Rural Access Roads, Water Supply, Sanitation, Electrification, Slum Up-gradation and Regularization of Kachi Abadies in Rural Areas
- Coordination of Nation Building Departments through District Coordination Committees.
- Matters related with the Development plans of local councils

Proposed HR for AD Office

- Assistant Director
- Assistant Engineer
- Dev Planning Officer
- Community mobilization Officer (M)
- Community Mobilization Officer (F)
- Birth Registration Officer
- Sub-Engineers
- Work Supervisors
- Accountant
- Computer operator/ Assistants
- Naib Qasids/ Chowkidars

Proposed Furniture, office equipments and vehicles for AD Office

- Office Space
- Vehicles (For Coordination, Engineering Supervision and community out-reach)
- Computers (desktops and server for networking amongst UCs)
- Motor cycles (for sub-engineers)
- Telephone, Fax, photocopier
- Furniture

Trainings/ Capacity Building

- Development Planning (including PC-I, II preparation & appraisal)
- M&E
- Proposal Development & Report writing
- Computer literacy and networking
- Contemporary approaches in Social Mobilization in rural context
- Training on roles and responsibilities of ADs enshrined in LGA 2012
- Resource generation for UCs

15. Workshop Pixels













Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Support to Good Governance in Pakistan Programme
Administrative Reform Component

6-D (4), Park Avenue, University Town,
Peshawar, Pakistan

T (+92 91) 585 2532
F (+92 91) 585 2531
I www.giz.de/pakistan