

Organisational Development Report

Local Councils Association Khyber Pakhtunkhwa

November 2018



Implemented by



About the Programme

The Support to Local Governance (LoGo) Programme, implemented by GIZ is funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) with co-financing from the Swiss Agency for Development and Cooperation (SDC). The programme is striving to strengthen the local government structures and dialogue-based systems of service delivery to meet the citizens' needs in Khyber Pakhtunkhwa and Punjab. The programme provides advisory services in the three interlinked areas of strengthening local governance, increasing local revenue generation and enhancing state-citizen dialogue.

About the Report

This report is prepared as part of GIZ Organizational Development (OD) assignment for LCA-KP commissioned by the Result Area State-Citizens Dialogue (RA SCD) in the LoGo programme who are the main counterpart of Local Councils Association Khyber Pakhtunkhwa (LCA-KP).

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All views represented in the report do not necessary represent those of GIZ or LoGo programme.



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List of Abbreviations

ADLG	Association for Development of Local Governance
BMZ	German Federal Ministry for Economic Cooperation and Development
BOG	Board of Governors
CLGF	Commonwealth Local Government Forum
DEC	District Executive Committee
EC	European Commission
EU	European Union
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HR	Human Resources
KP	Khyber Pakhtunkhwa
LCA KP	Local Councils Association of Khyber Pakhtunkhwa
LCAP	Local Councils Association of the Punjab
LGA	Local Government Act
LoGo	Local Governance Programme
M & E	Monitoring and evaluation
SCD	State-Citizen Dialogue
UCLG	United Cities and Local Governments
VCs/NCs	Village and Neighbourhood Councils



EXECUTIVE SUMMARY

The Local Councils Association Khyber Pakhtunkhwa (LCA KP) was formed in 2008. It represents the interest of over 42,000 elected members in Khyber Pakhtunkhwa. These members are elected from across the province in May 2015 local government election. The LCA-KP is providing a forum for coordinated and unified approach among local government elected councils /institutions in the Khyber Pakhtunkhwa province to resolve common issues and promote participatory governance at the grassroots level for the well-being of all citizens. LCA KP is a member of Association for Development of Local Governance, Commonwealth Local Government Forum and United Cities and Local Governments.

Even though it is now almost ten years since LCA-KP has been formed, from an Organization Development (OD) perspective, it has still a long way to go to become a viable and sustainable organization providing effective services to members. This necessitated the Organization Development process for LCA-KP. To develop the OD process, the team followed an inclusive process involving literature review, system review and extensive consultation with different stakeholders followed by a prioritisation process. With a positive model approach providing the overall theoretical framework for this OD assignment, it focused on three important components of the system. The OD process actively considered LCA KP engagement with CLGF who is actively involved in supporting it.

LCA KP is well positioned to take benefit from the good will of the provincial government, who consider LCA KP as a potential partner to take forward their development and reform agenda. After the election of the May 2018, there is a strong likelihood the government will introduce an amendment bill to the LGA KP 2013. This provides an opportunity for LCAKP to be formally recognised as representative body of the local councils in the province and also allocated with necessary financial resources.

LCA-KP has already defined its mission, vision and objectives. Based on the discussions in various workshops, as part of this OD exercise, LCA-KP strategy and goals are now also articulated which supports its mission and vision.

The LCA KP has three main structures: General Body, Board of Governors, Executive Committee and District Executive Committees. Overall all these structures are not very active. The LCA KP General Body is composed of all the members of the association from district chapters. Currently these District Chapters are dormant and requires activation. Further, to make LCA-KP a vibrant entity, it is important to fully activate the General Body by having at least one meeting of the General Body in a year. The LCA-KP Board of Governors has 53 members with at least 33% female members. Even though the Board of Governors are identified, it is not fully functional. It is important to have at least two meetings of Board of Governors in a year, as also envisioned in the constitution. The LCA-KP Executive Committee was elected towards the end of 2017. It is semi functional and meeting on need basis only. A key step towards the full activation of the Executive Committee will be ensure it meets at least once in a month. Given the distance involved, this meeting can take place even via skype. At the same time, Executive Committee has to develop a routine where one of its members are to be present at the office least twice in a week. Even more important, Executive Committee delegate some of its functions to the LCA-KP Coordinator including decision making related to the day to day activities. There will be an update shared with the members briefing them on the meeting discussion and outcomes.

LCA-KP recently established a small office in Peshawar. Given the distance between the LCA-KP office and Local Government and Rural Development Department, Khyber Pakhtunkhwa, closer coordination is difficult. Even though many of the LCA-KP members regularly visit local government office on regular basis, they do not come to LCA-KP office. In the short term, it would be advisable to acquire some additional adjutant space (e.g. one additional room) to the current office. For a more sustainable and feasible solution, government of Khyber Pakhtunkhwa should be requested to provide space for LCA-KP in the department building in Hayatabad, Peshawar.

LCA-KP should represent its members in all the forums – provincial, national and international – to further their interest. For this purpose, it is important there are full time staff who are in touch with the members who solicit their feedback as well as be available to present them in the meeting. At the same time, regular input has to be provided to the members as the outcomes of their presentation and made necessary follow-ups as needed.

Based on the needs identified as part of the Organisational Capacity Assessment, LCA-KP should provide capacity development support to its secretariat staff, management and leadership team, different committees and sub-committees and general membership. These trainings will aim to improve their skills and knowledge which are essential to perform their functions. LCA-KP will develop its own yearly training calendar with the specific details about the training and its contents and encourage its members to attend these trainings. There be three main type of trainings which LCA-KP will follow include on-site formal training, off-site formal training as well as other training opportunities.

To make LCA-KP relevant to the needs of its members, it should take lead on dispute resolution amongst its members within a district and within a province. For this purpose, Arbitration Councils at the district level has to be set up. These Arbitration Councils will provide alternative dispute resolution, mediation, conciliation, expert determination services. The Arbitration Council will be a district level institution whose role will be to resolve all outstanding disputes such as allocation of development funds through consultation and arbitration.

LCA-KP should be a one stop solution for its members in Khyber Pakhtunkhwa, especially in relation to all issues that they may face in relation to delivering effective services to the people they serve. LCA-KP should be the link between external stakeholder and local governments, especially in relation to programme implementation. These external stakeholders will include national and international donors, funding agencies as well as expatriate Pakistanis.

Human Resource is the final component for the development of LCA-KP. Based on the mandate and potential activities requirements, a lean and minimum structure is important for the successful functioning of the LCA-KP. It will include coordination, finance, admin, capacity development and legal advisor positions are clubbed for value for money consideration.

There are three main potential sources of funding for LCA-KP, namely fee from members, funding support from donors, funding from provincial government. These and other opportunities should be explored to make LCA-KP a financially viable organisation.

SECTION 1: ORGANISATION DEVELOPMENT OF LCA-KP

1.1 About Local Council Association – Khyber Pakhtunkhwa

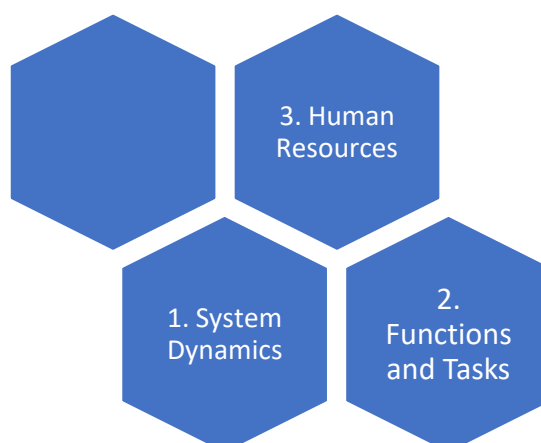
The Local Councils Association Khyber Pakhtunkhwa (LCA-KP) was formed in 2008, even though it formally registered in 2010. It represents the interest of over 42,000 elected members in Khyber Pakhtunkhwa. These members are elected from across the province in May 2015 local government election at the District, Tehsil and Village/ Neighbourhood level. The LCA-KP is providing a forum for coordinated and unified approach among local government elected councils /institutions in the Khyber Pakhtunkhwa province to resolve common issues and promote participatory governance at the grassroots level for the well-being of all citizens. LCA KP is a member of Association for Development of Local Governance (ADLG), Commonwealth Local Government Forum (CLGF) and United Cities and Local Governments (UCLG).

1.2 Why Organisation Development of LCA-KP

Even though it is now almost ten years since LCA-KP has been formed, from an Organization Development perspective, it has still a long way to go to become a viable and sustainable organization providing effective services to members. This necessitated the Organization Development (OD) process for LCA-KP which is a systematic process to increase individual and organizational effectiveness. It involved an assessment of how LCA KP and its people (both management team and members) are functioning and how to get them to function better. The OD covers efforts from short to long term planned and sustained efforts with a to improve the functioning of individuals, teams and overall LCA-KP. It covered both the people and system problems such as goals, leadership, human resources, and processes. As reflected in figure 1: LCA-KP organization has three interacting subsystems which needs to be development to make it an effective structure namely:

- System Dynamics (e.g. legal framework, structure, strategies, policies etc.)
- Functions and Tasks (e.g. activities, doings, actions etc.)
- Human Resources (e.g. organogram, staff qualifications etc.)

These three subsystems operate within the broader external and internal environment. The external environment includes social, political, economic and cultural factors within Khyber Pakhtunkhwa and beyond. In terms of internal environment, it includes LCA-KP existing structure, capacities, needs and expectations of its people.



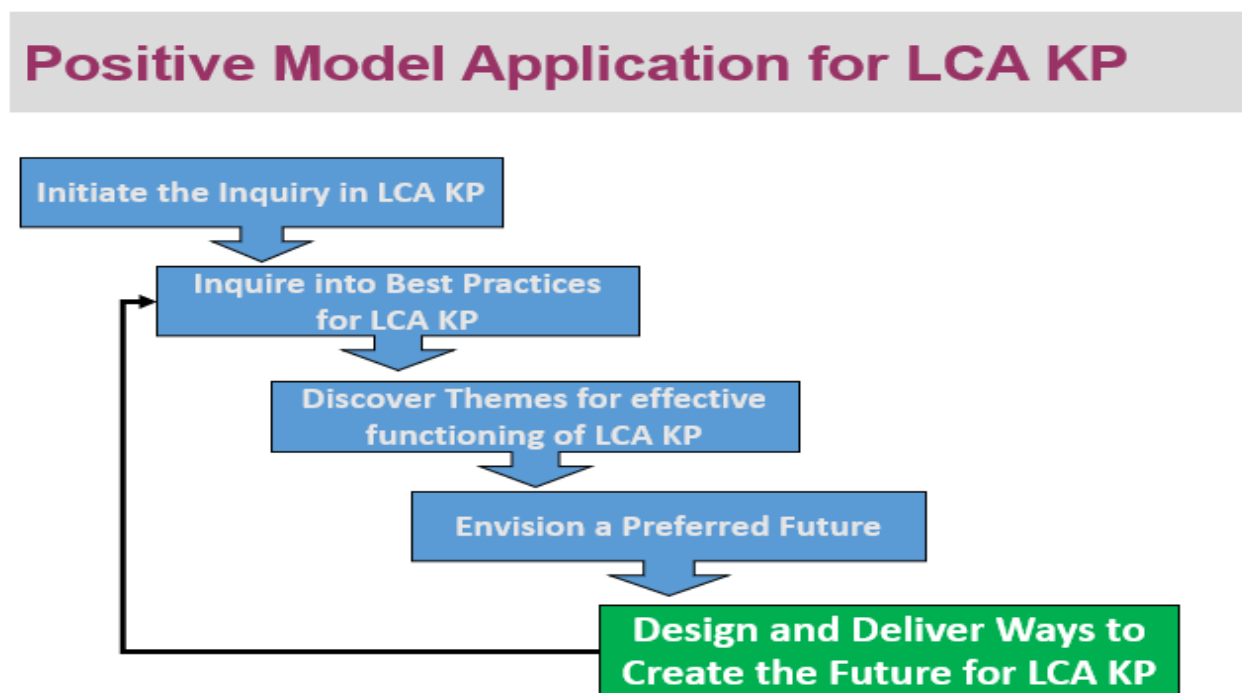
1.3 Methodology for OD Process

To develop the OD process, the team followed an inclusive process involving literature review, system review and extensive consultation with different stakeholders followed by a prioritisation process. As a first step literature review of different documents related to LCA KP took place. It included programme documents, workshop reports, meeting notes and other organisational development frameworks. In parallel, the team conducted individual and group interviews and consultations with different stakeholders such as government officials, elected representatives and LCA KP members who were either directly involved in LCA KP or had an active interest in LCA KP. These consultations culminated in a consultative workshop where ideas were exchanged, discussed and prioritised. Overall, the team followed a positive model approach which has a focus on building on what the organisation is doing right, rather changing everything altogether. This is an important consideration in the case of LCA-KP as it has made some important developments in the last two years.

1.4 Organisational Development Process

With a positive model approach providing the overall theoretical framework for this OD assignment,, it focused on three important components of the system as presented in figure 1. This approach for LCA KP involved better understanding of the organisation, identifying different best practices, identifying themes that are important for the effective functioning of LCA KP, formulating a preferred future situation and designing and delivering ways for creating a better future for LCA KP. These aspects are also reflected in the figure 2 given below:

Figure 1: Application of Positive Model Application for LCA-KP Organisational Development Process



Some of the important consideration involved sensitivity to the existing power dynamics, soliciting feedback, consultations on the processes, team building, redesigning the organization structure and redesigning the way work is performed in the LCA KP.

1.5 Coordination with CLGF

CLGF is actively involved in supporting LCA KP. CLFG support to LCA KP includes provision of staff, material as well as more efforts to increase the profile of LCA KP. It includes advocacy efforts in favour of strengthening of local governments in the province by mobilising, sustaining and guiding engagement with provincial, national and international stakeholders. CLGF is supporting capacity building of LCA KP in their outreach to members and the wider public. Beside other aspects, the capacity building initiatives are focused on developing LCA KP's advocacy strategies and advocacy skills in order to influence the debate on four key thematic areas: public affairs and campaigns, outreach to marginalized communities, building and serving the membership, and media and communications. CLGF is also providing funding the LCA KP Coordinator position, which is essential for the day to day management of association.

1.6 Engagement with the Government

LCA KP is well positioned to take benefit from the good will of the provincial government, who consider LCA KP as a potential partner to take forward their development and reform agenda. There is a good understanding on LCA KP amongst the key policy makers on LCA KP as they were involved in LCA KP activities in the past. These policy makers – both political and in bureaucracy – appreciate the work of LCA KP and includes the office of the minister as well as the secretary. The promulgation of notification to provide financial support to LCA KP provides further strength to LCA KP as the lawful and legal entity representing all the elected members of councils from across the province.

SECTION 2: SYSTEM DYNAMICS

2.1 Legal Protection Under Khyber Pakhtunkhwa Local Government Act, 2013

LCA-KP got registered under the Society Registration Act, XXI of 1860 in 2010 and has a status of LCA-KP is of a non-profit organisation. Even though LCA KP is working as representative body of local government in Khyber Pakhtunkhwa, however this status is not officially recognised by the government under The Khyber Pakhtunkhwa Local Government Act, 2013 (LGA KP 2013). No. XXVIII of 2013 or any other statutory framework. After the election of the May 2018, there is a strong likelihood the government will introduce an amendment bill to the LGA KP 2013. This provides an opportunity for LCAKP to be formally recognised as representative body of the local councils in the province and also allocated with necessary financial resources.

Box 1: Recognition Under LGA KP 2013

- Engage the provincial government through the Board of Governors, Executive Committee and other stakeholders including civil society members to ensure Local Councils Association Khyber Pakhtunkhwa is recognized and protected under the forth coming amendment bill in the LGA KP 2013 with financial allocation for its future activities.

2.2 Organisational Mission, Vision, Strategy, Goals & Objective

A major step in the LCA-KP organisational development is the clear articulation of LCA-KP mission, vision, strategy, goals and objectives. Through a consultative process, LCA-KP has already defined its mission, vision and objectives. Based on the discussions in various workshops, as part of this OD exercise, LCA-KP strategy and goals are now also articulated. The overall strategic framework of LCA-KP is presented in figure 3:

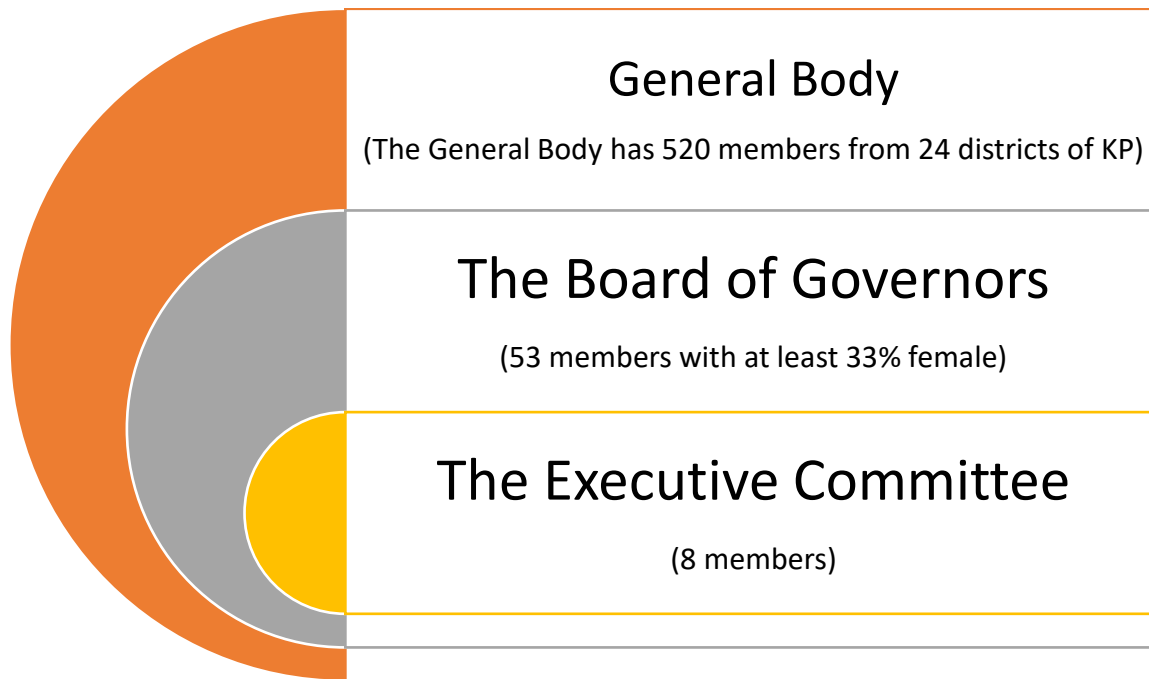
Figure 2: LCA-KP Strategic Framework



2.3 Activation of LCA-KP Management Bodies

LCA-KP has three main management structures as presented below:

Figure 3: Management Structure of LCA-KP



The General Body of LCA-KP is composed of all the members of the association from district chapters. Currently it is dormant where even though district level structure is in place, however no recent meeting taking place. The KP Local Councils Association's Executive Committee has 21 members of which seven members of District Council elected on general seats, six members of District Council elected on reserved seats while three members are from Tehsil Councils in a District and five members are from Village and Neighbourhoods Councils in a district.

To make LCA-KP a vibrant entity, it is important to fully activate the General Body. As a first step, it is important to complete the general body by having finalizing the chapters of the of the LCA-KP.

Figure 4: Management Structure of District chapter of Executive Committee

21 Members District Executive Committee

- a) 7 Members of District Government from General Seat
- b) 6 Members of District Council on Reserved Seats (3 women, 1 youth, 1 non-muslim, 1 peasants/worker)
- c) 3 Members of Tehsil Council in a District
- d) 5 Members of Village and Neighbourhoods Councils

There should be at least one meeting of the General Body in a year. The process should be completed as soon as possible, where the LCA-KP Executive Committee can take the lead with active support and engagement from the LCA-KP Coordinator and additional support from other stakeholders such as GIZ LoGo Programme; Commonwealth Local Government Forum (CLGF), respective District governments and KP Local Government Department. This exercise of activating and/or formulating the General Body should be completed preferably by end December 2018.

The LCA-KP Board of Governors (BoG) has 53 members with at least 33% female members. Even though the Board of Governors are identified, it is not fully functional. It is important to have at least two meetings of Board of Governors in a year, as also envisioned in the constitution. So far only one meeting has taken place. As the Terms of Board of Governors is not well defined, based on the new LCA-KP constitution, the OD team would suggest all the BoG members will follow the principles of selflessness, integrity, objectivity and accountability. They will meet at least two times in a year and will elect the Executive Committee for the LCA KP. They will actively support the implementation of LCA-KP activities in their respective districts and geographical domains and beyond. They will provide strategic directions and approve/disprove the LCA-KP progress and financial reports. They will review and monitor LCA achievements and level of exclusion. They will also approve broader framework for future activities of LCA KP. They will make all possible efforts to make LCA-KP a financially viable, result oriented and management efficient organisations. Finally, they will have the authority to ask Executive Committee to present their performance and explain their actions.

Box 2: Key Actions for the Activation of Management Structures

- Activation of District Chapters of Executive Committee with the support of GIZ LoGo, District Government, KP Local Government Departments and other stakeholders
- Quarterly Meeting of District Chapters of Executive Committee
- Yearly meeting of General Body, Bi-year meeting of Board of Governors and monthly meeting of Executive Committee.
- LCA-KP Coordinator assuming central role for coordination and day to day functioning of the LCA-KP.

The LCA-KP Executive Committee was elected towards the end of 2017. It is semi functional and meeting on need basis only. A key step towards the functioning of the Executive Committee will be ensure it meets at least once in a month. Given the distance involved, this meeting can take place even via skype. At the same time, Executive Committee has to develop a routine where one of its members are present at the office least twice in a week. Even more important, Executive Committee delegate some of its functions to the LCA-KP Coordinator including decision making related to the day to day activities. There will be an update shared with the members briefing them on the meeting discussion and outcomes.

2.4 Operationalising LCA-KP Office

LCA-KP recently established a small office in Peshawar. This office is supported by CLGF and GIZ LoGo programme with office space, office equipment, a vehicle and other necessary material thus enabling it to perform some office functions from its office. As the office is very small, it cannot support LCA-KP beyond the basic activities. It is also unable to hold meetings for people with comparatively larger group. Given the distance between the LCA-KP office and Local Government and Rural Development Department, Khyber Pakhtunkhwa, closer coordination is also difficult. Even though many of the LCA-KP members regularly visit local government office on regular basis, they do not come to LCA-KP office as it will require another one-hour travel. In the short term, it would be advisable to acquire some additional adjutant space (e.g. one additional room) to the current office. For a more sustainable and feasible solution, government of Khyber Pakhtunkhwa should be requested to provide space for LCA-KP in the department building in Hayatabad, Peshawar. This will ensure closer coordination with the government as well as help result in more visits by the LCA-KP members to LCA-KP Office.

Box 3: Key Actions for the Activation of Management Structures

- Short-term Solution: Increase existing office space enabling it to hold regular office meetings
- Medium term: Transfer the LCA-KP office to Local Government Office in Hayatabad.

SECTION 3: FUNCTIONS AND TASKS

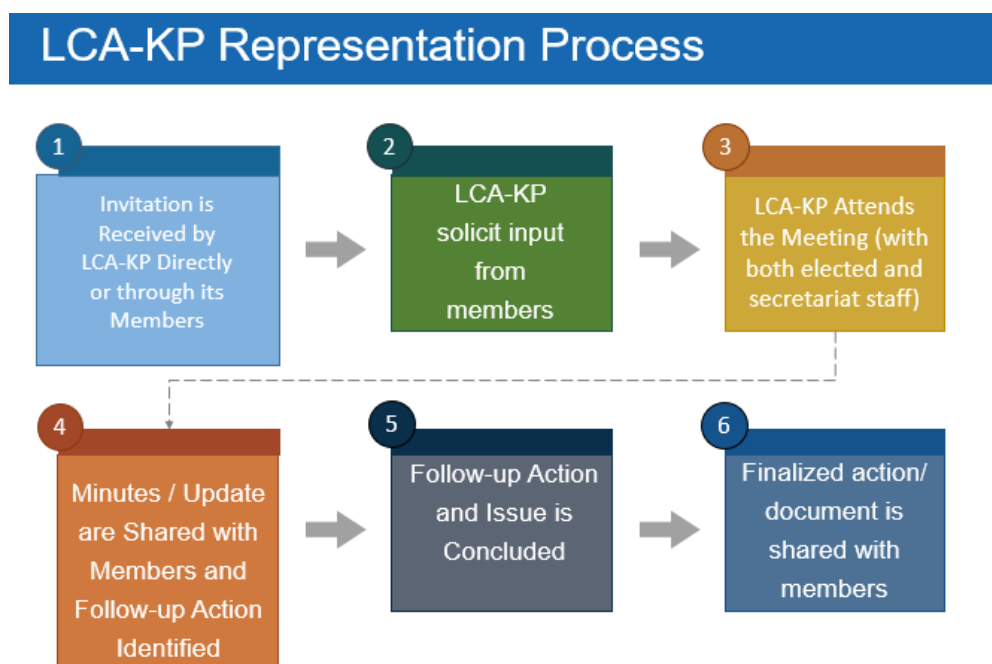
There are five important functions which will be performed by LCA-KP namely:

- Representation of the Members;
- Capacity building;
- Arbitration Council / Alternative dispute resolution amongst the members;
- Solution Hub for Local Government Related Issues;
- Linkages Development and Programme Implementation.

3.1 Representation of Members in Different Forums:

LCA-KP will represent its members in all the forums – provincial, national and international – to further their interest. For this purpose, it is important there are full time staff who are in touch with the members who solicit their feedback as well as be available to present them in the meeting. At the same time, regular input has to be provided to the members as the outcomes of their presentation and made necessary follow-ups as needed. These presentations can take place in the form of information sharing meetings local government department or other departments in Peshawar, participation in the consultative meetings related to local government system in the province and beyond, problem solving meetings related to issues that may be on concern to the local governments in the province. An important aspect of the LCA-KP representation is to be the voice of the elected counsellors in the court or other forums for issues which affect majority of the members or is an issue which affect the overall working of the elected local counsellors. In all kind of representation, it is imperative to provide feedback to the members at the end of the meeting and follow-ups are made as and when needed, as reflected in figure 2.

Figure 5: LCA-KP Representational Framework



3.2 Capacity Building

Based on the needs identified as part of the Organisational Capacity Assessment, LCA-KP should provide capacity development support to its secretariat staff, management and leadership team and general membership. These trainings will aim to improve their skills and knowledge which are essential to perform their functions. LCA-KP will develop its own yearly training calendar with the specific details about the training and its contents and encourage its members to attend these trainings. There be three main type of trainings which LCA-KP will follow:

- On-Site Formal training – through LCA-KP, training centres and other organisations. This may take place at district, provincial, national and international level. Nominations for such trainings should come through district chapters and be channelled through LCA-KP.
- Off-Site Formal training – through offline and web-based material development by LCA-KP providing the opportunity to the members to develop their capacity
- Other Training Opportunities: Other training opportunities such as mentorship for the first-time councils within the same district, support with fundraising, exposure visit to other assemblies, support with the documentation support, provision of consultants to address specific policy issues are amongst all some issues which can provide support with the training opportunities.

In addition to training for LCA KP staff and LCA KP members, the capacity building measures should focus on different committees what are part of LCA KP, and have a crucial role in organising the training. These committees and sub-committees perform specific tasks especially during election process. It would be imperative to build their capacities to strengthen the role of the LCA.

These training should include different topics such as:

- Powers available within the framework of LGA KP Act 2013;
- Legal and institutional framework of local government in Khyber Pakhtunkhwa including rule of business;
- Financial decision making;
- Audit and financial control;
- Planning and monitoring frameworks and tools;
- Taxation, resource mobilisation and fund raising;
- Human resource management, especially in the context of public sector organisations;
- Conducting election and organising different functions related to the conduct of election;
- Understanding local economic development;
- External investments attraction;
- Public property management, solid waste management and natural resource management;
- Reporting and Communication.

The training road map and framework should be closely aligned with the capacity development approach of CLGF as well as other inter-provincial learning, regional and international learnings from GIZ, UNDP and other relevant stakeholders. For example,

CLGF activities are focusing on strengthening of LCA KP to support local governments to meet their role in achieving development goals, including the Sustainable Development Goals, through better and more responsive service delivery. CLGF capacity buildings are working to promote effective, responsive and accountable delivery of key services in poorer and marginalised communities in the province. The programme supports capacity building at different level of the governments through a range of activities including demonstration projects, practitioner exchanges, local and regional networks of associations and local government ministers, and strengthening regional local government associations. It also supports CLGF's advocacy campaigns in putting local government at the heart of development in a number of national and international forums, including Commonwealth Heads of Government. The programme is working to develop and support national plans and policy frameworks and increase dialogue between national and local government, and with pilot councils to strengthen local government to enhance service delivery. The capacity building of CLGF aims to improve skills, knowledge and organisational capacity for local authorities to deliver local economic development services through successful implementation of CLGF-funded projects; to improve national policy making and supporting frameworks for effective local government service delivery; better regional engagement on local government policy; and improved advocacy for local government. By linking LCA KP capacity building measures with CLGF and other stakeholders local, national and regional capacity initiatives, this will help LCA KP to develop more inclusive and demand driven capacity development initiatives.

3.3 Arbitration Council / Dispute Resolution Amongst the Members

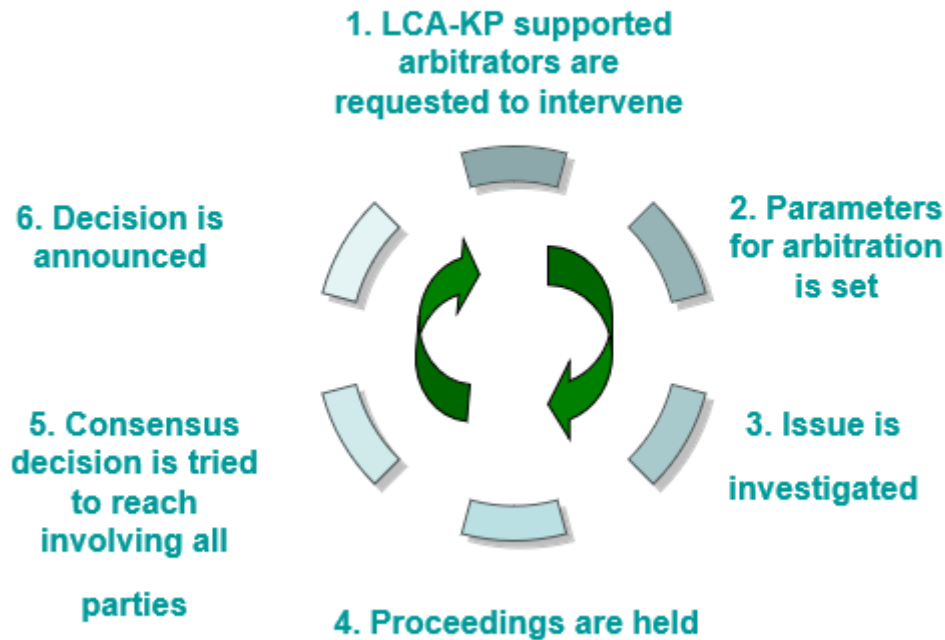
To make LCA-KP relevant to the needs of its members, it should take lead on dispute resolution amongst its members within a district and within a province. For this purpose, Arbitration Councils at the district level has to be set up. These Arbitration Councils will provide alternative dispute resolution, mediation, conciliation, expert determination services. The Arbitration Council will be a district level institution whose role will be to resolve all outstanding disputes such as allocation of development funds through consultation and arbitration. For this purpose, it should establish an Arbitration Council at district level, in line with District Mardan as an example. The Arbitration Council will promote effective relations amongst the elected counsellors by providing a forum for the members from both opposition and the government and from the three district, tehsil and village/neighbourhood councils to seek fair and equitable resolution on disputes amongst the members. Thus, these disputes will be directly addressed in a transparent manner where they will be heard in a timely manner and the committee will issue a balance and just arbitral decisions based on law. It is important to mention the Arbitration Council will not be not a court but, pursuant to district level statutes and KP High Court decisions, is endowed with legal and equitable decision-making authority with regard to resolving disputes at the local level. In terms of procedure of the Arbitration Council, it will be a matter for the agreement of the parties who will be approaching the Arbitration Council. It is important to note this procedure can be formal or informal depending upon the subject matter.

More specifically, these Arbitration Councils will help in resolving disputes and misunderstandings amongst the members at all layers of the district government. Through their active engagements, these Arbitration Councils will also help in increasing understanding on Local Government Systems, rules of businesses, its functioning and other

activities amongst the members. It will thus allow smooth functioning of the district government and better utilisation of time and resources at the district and sub-district level. Even more so, members from different Arbitration Councils may be tasked resolve issues in other districts of the province. In terms of membership, any member can be appointed as an arbitrator and no formal qualification required to be an arbitrator. There will be no requirement to be represented by a lawyer in the Arbitration Council. At the same time the Arbitration Council should have equal representation from both position and government benches and have members from the district, tehsil and village and neighbourhood councils. Given there are several Standing Committees, these Arbitration Councils will work closely with these committees to make them more effective. They will also closely engage government departments at the district and sub-district level to ensure they fully support the elected government in performing their functions. The general functioning of the Arbitration Council is given the figure 6 below:

Figure 6: Functioning of the Arbitration Council

Functioning of LCA-KP Supported Arbitration Council



3.4 Solution Hub for Local Government Related Issues

LCA-KP should be a one stop solution for its members in Khyber Pakhtunkhwa, especially in relation to all issues that they may face in relation to delivering effective services to the people they serve. Below are some of the activities which LCA-KP may specialise one:

- Provision of timely legal advice on issues related to LGA KP Act 2013 and its rules of business;
- Division of work between different tiers of the government i.e. federal, provincial, district, tehsil and village/town council;
- Provide expert advice through a highly qualified and informed lawyer on legal and court related issues;
- Provide expert advice and on day to day issues related to finance, budget and auditing;
- Advice on human resource management and act as a sounding board for the members;
- Support members in their campaigns and media engagement, especially on issues that have wider implications;

- Support members with the lobbying for the issues that require more long-term efforts and commitments;
- Support channelling of views to the members to the government and other public and private organisations;
- Inform members through a monthly online magazine on key developments and achievements from across the district, especially in relation to local governments;
- Provide support with organising conferences, events and training and also make these events (including capacity building) available to other members;
- Raise the profile of elected local governments and members across the province and beyond;
- Actively engage media to highlight the successes of local councils;
- Recognize outstanding, innovative and high impact initiative from different levels through awards and media profiling – thus providing a chance to the elected members to highlight their achievements.

3.5 Linkages Development and Programme Implementation.

LCA-KP should be the link between external stakeholder and local governments, especially in relation to programme implementation. These external stakeholders will include national and international donors, funding agencies as well as expatriate Pakistanis. LCA-KP will provide this service by charging a management fee, and in turn will be responsible for the narrative and financial reporting, monitoring and evaluation as well as successful implementation of the activities. The idea of the programme design can come from the local government or from the LCA-KP itself or from the donor call. In all the cases, it will involve a through needs assessment as well as development of a logical framework and design planning leading to the programme proposal development. Following these steps are important to ensure all the stakeholders are on the same page in relation to the gaps, expectations from the activities, resource needs, reporting requirements and monitoring framework. Different steps involved in the programme design are given in the figure 7 below.

Figure 7: Programme Development for Local Councils for External Donors by LCA-KP

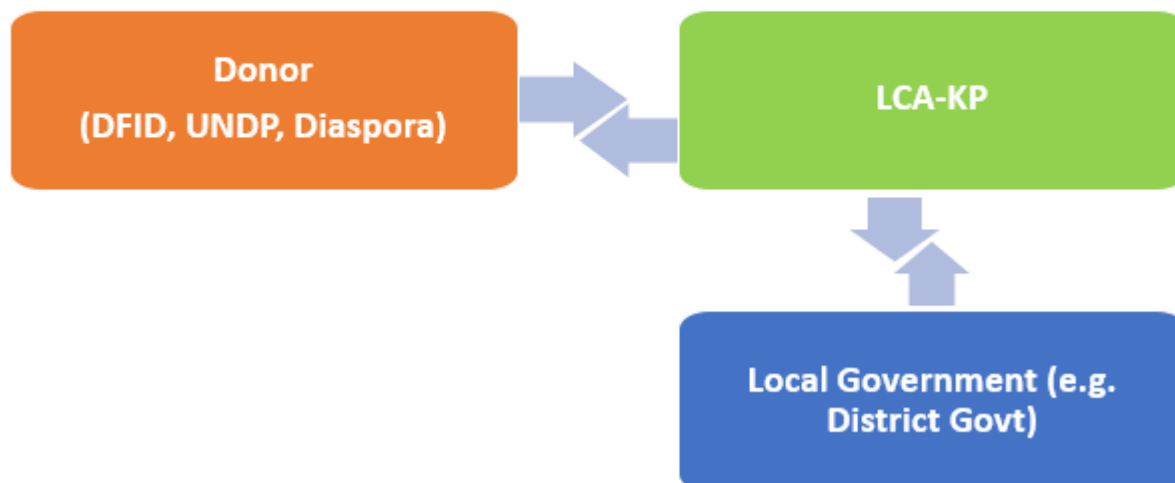
Programme Development for Local Councils by LCA-KP



Once the proposal is submitted and programme is granted, LCA-KP will sign a contract with the funding entity, which can be an organisation or an individual. LCA-KP will also sign another contract with the respective district, tehsil or village/ neighbourhood council for the implementation of the programme. From the funding entity (donor) perspective, LCA-KP will have the overall responsibility for all compliance and implementation related activities for the programme. This way not only the donor will have assurance that different due diligence aspects are adhered to, but will be able to reach out to its intended beneficiaries. The below figure 8 presents a simplistic view of this arrangement between the three main stakeholders i.e. donor, LCA-KP and relevant local government where the programme activities will be implemented.

Figure 8: Relationship Between Donors, LCA-KP and Local Council

Arrangement for Programme Implementation by LCA-KP



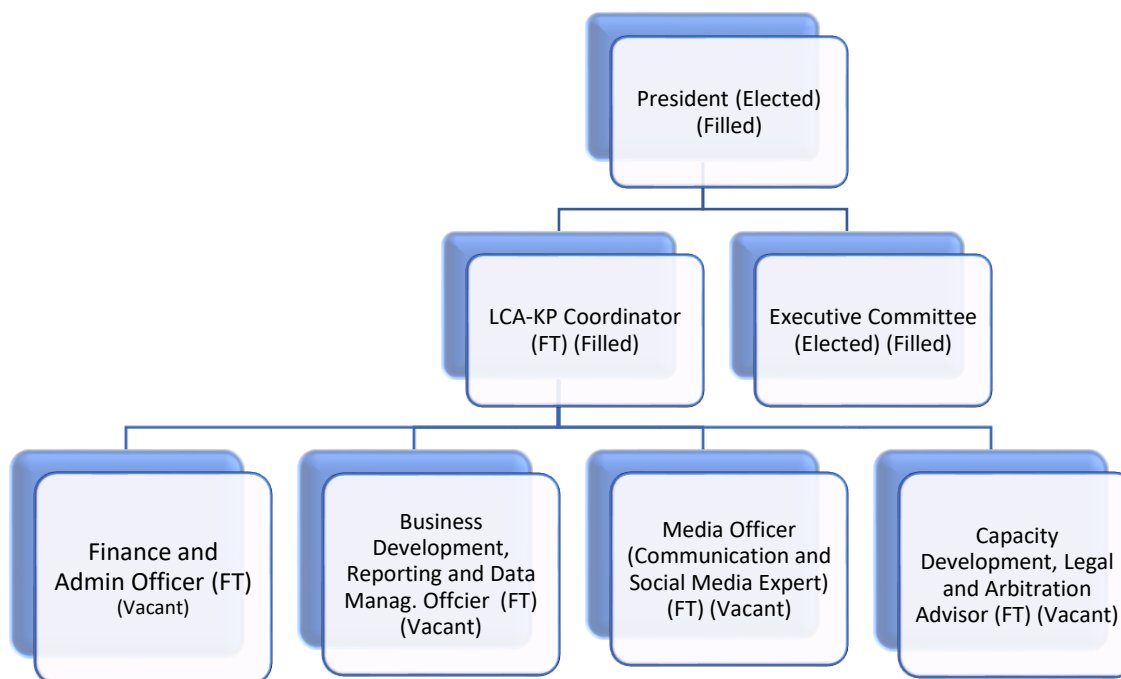
Box 4: Key Actions for the Activation of Management Structures

- Representation LCA-KP members in meetings as well as in other forums including court of law on issues which are relevant for the development of local government in the province;
- Initiate a customised and focused capacity building programme to address the capacity needs of the local government;
- Actively support the establishment of the Arbitration Council and work out other modalities for the alternative dispute resolution amongst the LCA-KP members and related entities;
- Provide a stop solution for the LCA-KP members for issues related to Local Government in the province;
- Provide programme management services for the donors in the province by catering for their reporting and due diligence requirements.

4. HUMAN RESOURCE

Human Resource is the final component for the development of LCA-KP. It is as important, if not more, as the other two components. Based on the mandate and potential activities requirements, a lean and minimum structure is important for the successful functioning of the LCA-KP. This structure is presented in the organogram below:

Figure 9: LCA Proposed Organogram I



For the time being, finance and admin functions are combined. Similarly, Capacity Development and Legal Advisor positions are clubbed for value for money consideration. As LCA-KP grows in the future, these functions should be separated. As things stand, only the coordinator position has been filled, even though there is lack of clarity on his role. There is a need to fill the remaining positions, at least for a year, before LCA-KP becomes independent.

Even the roles of the Executive Committee members are defined in the LCA KP constitution, following notes provides further elaboration on these roles from day to day functioning perspective:

President: S/HE will be the head of the head of LCA KP. The president will, in consultation with the Executive Committee, will provide the overall leadership in to the organization and they provide direction for the actions of all other employees. The president will bear significant responsibility, accountability, and authority within the LCA-KP. It will include creating, communicating and implementing the organization's vision, mission, and overall direction. Making sure that the direction is communicated on a level that allows every employee and member to feel as if they are important part of LCA KP. The president will lead, guide, direct, and evaluate the work of staff. S/He will be responsible for fund raising and revenue generation for the office. S/He will ensure LCA KP remain a functioning and

viable organisation. For this purpose, president will also call meetings. President, as delegated by Executive Committee, will approve costs.

1st and 2nd Vice Presidents: These two positions will respectively support President and will replace President him/her in his absence. They will actively support the President in his/her role such as representation, chairing of the meeting, coordination with other members, and resource mobilisation. They will support the President that LCA KP organisational vision, mission and strategies are implemented.

Convener: The Convener will be responsible to convene Executive Committee and other meetings, as and when requested by the President or other staff member, as delegated by the constitution.

General Secretary: The General Secretary will be the 2nd most important position in the Executive Committee. S/He will overall all day to day functioning of the LCA KP, with active support of LCA KP Coordinator and President. S/He will exercise management power as given under the constitution or delegated by the Executive Committee. This will include administrative and management decisions. Where the President will have an external outlook, the General Secretary will have an inward outlook. S/He will have main responsibilities towards ensuring LCA KP remain a functioning, vibrant and compliant organisation.

Information Secretary: The Information Secretary will be responsible for ensuring maintaining effective communication with all relevant stakeholders and LCA KP members. S/He will lead on arranging different channels including print and electronic media and social media.

Finance Secretary: The Finance Secretary will be responsible for ensuring financial systems are in place within LCA KP and proper compliance is ensured. This will include formulation of budgets and carrying out cost benefit analysis.

Box 5: Key Actions for the Filling Human Resource Needs

- Fill out the vacancy positions;
- Empower and clarify the role of LCA-KP Coordinator

Below are the key terms of reference for these positions:

Job Title	LCA-KP Coordinator (Full time)
Job Experience	Minimum 7 Years
Job Location	Peshawar
Education	MBA, Economics, Political Science or equivalent degree
Job Description	<p>The incumbent will be responsible for overall management of the LCA-KP. In the overall direction of the President, he / she will be the overall lead for LCA-KP and will ensure overall programme management, coordination, day to day functioning and other necessary activities as required for the effective functioning of the LCA-KP. Main Responsibilities & Tasks:</p> <ul style="list-style-type: none"> • Lead LCA-KP in line with the direction of the President and Organisational Development Plan and other strategic documents as they may become available. • Provide technical guidance to the teams at LCA-KP and to members as and when needed. • Ensure that LCA-KP compliance frameworks and practices adheres to the best international practices. • Develop activities based on evidence; • Develop and implement a robust M&E framework at LCA KP according to international standards such as those followed by GIZ or UNDP. • Adopt an M&E system that collects necessary data and have efficient data management and reporting framework and ensures teams use data to make decisions regarding programme changes. • Ensure timely, effective and quality activity set-up, budget management, implementation, and monitoring, evaluation and learning. • Provide leadership on new program development; actively pursue new program funding opportunities in-line with the LCA-KP activities; • Identify capacity gaps in relation to the LCA-KP team and members and develop innovative approaches and mechanisms to address them. • Conduct regular field visits to the districts to assess quality of services delivered by LCA-KP and facilitate collective problem solving with team, members and other stakeholders to address challenges identified. • Ensure LCA-KP programmes and activities are locally led and owned by the LCA-KP members; • Actively identify, build and promote partnerships with INGOs, UN agencies, local and national groups, organisations in line with LCA-KP mission and vision; • Overall responsibility for LCA KP budgets. Monitor budget spending in line with the spending plans, budget vs actual analyses, and develop remedial plans where necessary to ensure budgets are optimally utilized. • Work with the team to ensure all expenditures follow donor guidelines and contracts/ agreements including budget flexibility and reporting requirements. • Ensure high-quality and timeliness of LCA-KP reports on activities, indicators and achievements. • Proactively build strong working alliances with other international and national actors/organisations working in Khyber Pakhtunkhwa and beyond. • Represent LCA-KP at internal and external meetings and update members and management on the meeting outcomes and action points. • Carry out other such tasks as assigned by supervisor.
Skills	<ul style="list-style-type: none"> • Proficient in Ms Word, Ms Excel and Power Point.
Language	Fluency in English and Urdu are essential. Pushto, Hindko and Saraiki will be a plus.

Job Title	Finance and Admin Officer (Full time)
Job Experience	Minimum 5 Years
Job Location	Peshawar
Education	MBA, M. Com, CA, ACCA, economics or equivalent degree
Job Description	<p>The incumbent will be responsible for overall financial and administrative management of all transactions and activities of the organization including Human Resources, Administration and Logistics. He/she will monitor and reconcile financial records as per organizations policies and procedures. In addition, he/she also responsible to ensure that the financial HR, administration and logistics policies and procedures are strictly followed, and any deviations thereto should be highlighted and reported immediately. Main Responsibilities & Tasks:</p> <p>Finance:</p> <ul style="list-style-type: none"> • He/she will ensure all financial transactions are properly recorded along with supporting documentation. • He/she will prepare and generate budget variance report. • He/she will manage all financial and accounting activities. • He/she will provide support in planning, execution and reporting on internal Audit. • He/she will prepare, check and verify vouchers including cash payment, bank payment, Journal Voucher (JV), Bank Receipt and Cash Receipt and prepare bank reconciliation statements. • He/she will also examine vendors' invoices and vouchers to ensure their completeness and accuracy with the terms of the document including purchase order, contract etc. • He/she will also maintain petty cash and office expenditure. <p>Human Resource</p> <ul style="list-style-type: none"> • Implement and ensure organizations policies and procedures are being followed • Official communications regarding HR matters • Maintain and update HR files including personnel folders, complaint response folders, insurance files etc. • Initiate recruitment process including development of job description, request of staff requirement, job advertisement, interview folders etc. • Assist employees in HR related matters including performance evaluations, leaves, medical reimbursements etc. • Any other task assigned by the supervisor <p>Administration</p> <ul style="list-style-type: none"> • Implement and ensure organization policies and procedures are being followed • Official communications regarding Admin matters • Maintain and update Admin files • Management of office premises and equipment • Preparing and implementing duty rosters for guards, office boys etc. • Assist management on operational tasks • Event management • Any other task assigned by the supervisor <p>Logistics</p> <ul style="list-style-type: none"> • Implement and ensure organization policies and procedures are being followed • Official communication regarding logistics matters • Maintain and update logistics files including log books, drivers schedule etc. • Efficient management of office vehicles • Coordinate travel arrangements for organization employees and guests • Preparing and implementing duty rosters for drivers

	<ul style="list-style-type: none"> Any other duties assigned by the Supervisor.
Skills	<ul style="list-style-type: none"> Proficient in Ms Word, Ms Excel and Power Point. Proficient in Quick Book or any other accounting software.
Language	Fluency in English and Urdu are essential. Pushto, Hindko and Saraiki will be a plus.

Job Title	Business Development, Reporting and Data Management Officer (Full Time)
Job Experience	5 Years
Job Location	Peshawar
Education	Master degree in business development, economics, computer science, communication or equivalent degree
Job Description	
<p>The incumbent is responsible for overall business development, reporting and data management functions at LCA-KP. Main Responsibilities & Tasks:</p> <p>Growth and Development</p> <ul style="list-style-type: none"> Will take lead on the development of technical and financial proposal for different donors; and will provide support in donor engagement Will identify and highlight funding opportunities align with strategic objective of the organization; and will also provide support in the development and production of high-quality reports. <p>Grant Management and Compliance</p> <ul style="list-style-type: none"> Will keep update and communicate any donor regulations to relevant staff. Will provide orientation sessions on new projects and also with donor contracts Will provide support in developing adequate financial tracking and reporting systems for all contracts in coordination with programme and finance staff. Will ensure all grant files are properly maintained for project monitoring and donors reporting <p>Capacity Building</p> <ul style="list-style-type: none"> Will provide training to staff and partners on topics including proposal development, budgeting, report writing and donor compliance requirements, and also on capacity development for partners on donor compliance. <p>Data Management:</p> <ul style="list-style-type: none"> Assist in data collection, cleaning and data compilation. Ensure quality data processing and entry in the database Identify and address issues with collected data. Contact with the field teams for any variance or deviation Manage and supervise data entry process Able to generate information/output tables from database as per request Have a good understanding of database concepts such as writing SQL queries and producing summary reports when required. Able to produce different graphs including bar charts, pie charts etc. Able to work on database tools especially on CSPro, NVivo and MS Excel. Able to modify/update database according to project requirements. Follow the process and procedures as defined within the organization. Any other task assigned by the supervisor 	

Skills	<ul style="list-style-type: none"> • Excellent skills in proposal development and report writing • Proficient in Ms Word and Power Point. • Good data management kills • Excellent communication and interpersonal skills • Able to handle pressure • Willing to work long hours under tight deadlines
Language	Fluency in English and Urdu are essential

Job Title	Media Officer (Communication and Social Media Expert) (Full time)
Job Experience	Minimum 3 Years
Job Location	Peshawar
Education	Economics, Political Science, Journalism, Media Sciences or equivalent degree
Job Description	<p>The incumbent will be responsible for overall management of the LCA-KP media and communication related jobs. He/ She will identify, disseminate and post, engaging content for our (social) media feeds which will inform and inspire people about the LCA-KP and will encourage them to support local government activities in the province. He / She will interact with members, media and wider communities in KP and beyond on these platforms to increase engagement, followers and the quality of their experience. Specific activities will include:</p> <ul style="list-style-type: none"> • Develop and maintain LCA-KP website; • Regularly post and schedule content on LCA-KP and Local Councils in Khyber Pakhtunkhwa on media and social media feeds. • Work with the counsellors, members and executive committees' members to ensure that all content in the media and on social media feeds aligns with LCA-KP organizational mandate and strategies. • Moderate and respond to comments and interact with external commenters to best develop online communities. • Produce regular reports on social media performance. • Use Google Analytics to produce reports on referrals to the LCA-KP website and conversions attributable to social content. • Develop social media strategies to expand LCA-KP reach and impact through social media channels. • Develop LCA-KP specific communication materials for external stakeholders.
Skills	<ul style="list-style-type: none"> • Excellent skills in MS Office • Excellent skills in graphic designing tools • Excellent skills in web page development • Excellent skills in Facebook, Twitter and Instagram feeds • Experience at producing regular reports using Facebook Insights, Twitter Analytics, Google Analytics or similar tools. • Data-driven and have an evidence-led approach to social media strategy. • Up-to-date with the latest trends/developments in social media communications.
Language	Fluency in English and Urdu are essential. Pushto, Hindko and Saraiki will be a plus.

Job Title	Capacity Development, Legal and Arbitration Advisor (FT) (Full time)
Job Experience	Minimum 7 Years
Job Location	Peshawar
Education	LLB, LLM, Political Science or equivalent degree
Job Description	<p>The incumbent will be responsible for leading the capacity building and advisory services within LCA-KP. He / She will provide real time advice to the members on legal issues they may face, especially in relation to Local Government Act 2013, its related rules of business and other issues that may be affecting the functioning of the local councils. Main Responsibilities & Tasks:</p> <p>Essential Position Functions</p> <ul style="list-style-type: none"> • Provide expert advice to the members on all legal issues related to local government by interpreting policies and procedures. • Researches problems and errors to determine their origin and appropriate resolution within the Pakistan legal framework, with specific reference to Local Government Act 2013 and related regulations. • Evaluates the level of compliance for the elected councils with KP government's control/benchmark requirements. • Develop a frequency asked documents for all commonly faced issued and summarises findings and recommendations with the members • Provide oral and written recommendation on specific policy related issues what may be of concern to local governments in the province. • Draft policies and contracts as deemed necessary for LCA-KP and other members. • Assist LCA-KP and its members on managing, drafting and filing tax matters • Document preparation as per respective donor's legal compliance requirements. • Looking after new registrations, nationally and in the province. <p>Capacity Building:</p> <ul style="list-style-type: none"> • Identify capacity gaps in relation to the LCA-KP team and members. • Develop innovative approaches and mechanisms to address capacity gaps. • Provide on job and off job training opportunities. • Maintain a training calendar. • Share training opportunities with relevant stakeholders. • Act as a focal point on all capacity building activities in LCA-KP.
Skills	<ul style="list-style-type: none"> • Excellent understanding of legal framework related to local government in the province • Excellent legal drafting skills. • Proficient in Ms Word, Ms Excel and Power Point.
Language	Fluency in English and Urdu are essential. Pushto, Hindko and Saraiki will be a plus.

5. OTHER ORGANISATIONAL DEVELOPMENT CONSIDERATIONS

5.1 Resource Mobilization Strategy

There are three main potential sources of funding for LCA-KP, namely:

- Fee from members
- Funding Support from Donors
- Funding from Provincial Government.

This provides LCA-KP to receive funding from external sources (e.g. membership fee) and make financial transaction (e.g. salary payments and payment to vendors) under its own from its own bank account

5.1.1 *Fee from the Members*

LCA-KP has no regular budget for its operational or other activities. It has a bank account which is now active. Government of Khyber Pakhtunkhwa has issued a Notification No AO/LCB/GENERAL/2016 dated 26/09/2016 Peshawar related with the LCA Membership Fee Policy Guidelines. This enables LCA-KP to have a little over PKR 3 million in a year from its members as a fee. There is a real possibility to have this fee, with active engagement from the Executive Committee.

5.1.2 *Funding Support from Donors*

There is an active interest from donors to support local government in Khyber Pakhtunkhwa. These donors include the Department for International Development (DFID) from the British Government, the United States Agency for International Development, European Commission, Swiss Agency for Development and Cooperation, German Government etc. These donors are implementing their activities through several partners such as GIZ, UNDP, DAI amongst others. There are also several programmes which are in the pipeline. There is a possibility for LCA-KP to partner with these organisations and secure funding for its activities. One such example will be GIZ LoGo (currently ongoing) or DAI's Khyber Pakhtunkhwa Governance Programme (KPG) or upcoming intervention such as DFID's Sub National Governance Programme - II (SNG-II) or AAWAZ-II. All these opportunities, and many more, provides a relevant opportunity for LCA-KP to secure funding for its activities and engage in strategic partnerships with these funding agencies.

5.1.3 *Funding from Provincial Government*

As the government provides funding to other associations such as bar associations, this can be used as a precedent to acquire funding from the provincial government. An allocation in the budget for LCA-KP will make it likely to be more sustainable and recognised as representative body of the local councils in the province. More advocacy will be required, especially by the Executive Committee, to make this happen in the fiscal year 2019-20.

5.2 Communication and Social Media

As things stand there is virtually no knowledge about awareness on LCA-KP in the masses, in the counsellors and even amongst its members. For those who may have heard of LCA-KP, they are not aware of its activities or mandate. There is a need to proactively promote LCA-KP through print and electronic media and social media. Different forms of communication should be used to share information, ideas, messages and capacity development content. It should involve both social media platform where users will be able to build, integrate, or facilitate a community, interaction among users, and user-generated content and social media tool which will enable members to communicate with each other online.

The usage of an active communication and social media policy from LCA-KP should involve a clearly goal and target audience. As a first step, LCA-KP should have its own Facebook and twitter accounts. To start with, LCA-KP should target the 42,000 plus members by collecting their phone numbers and emails and encouraging them to start following and liking its page and posts. In addition, LCA-KP should aim to reach at least 10,000 new users every month and ensure a 5% conversion rate. At the same time, LCA-KP build a strong social media community and presence where it will highlight the activities and successes of its members. LCA-KP will get a massive boost by building a strong social media presence and by putting content that speaks directly to elected counsellors by addressing their needs. As LCA-KP moving forward it may include more educational and capacity building material on its site such as solutions to commonly faced legal issues in relation to rules of business or issues in planning a programme design. While doing these activities, efforts should continue to produce quality, engaging, relevant and optimized content which LCA-KP members find useful in their work. General framework for LCA-KP Social Media Strategy is given below:

Figure 10: Relationship Between Donors, LCA-KP and Local Council



5.3 Two Years Key Strategic Performance Goal

Based on the LCA-KP mission and vision, following are the key strategic performance indicators for the coming two years:

5.3.1 *Legal Framework and Structure Stability*

- a) LCA-KP is recognized as representative entity by KP Government through a legal act or legislation by end Year-1 (Target: before the next local bodies election)
- b) LCA-KP has a fully functional office by end March 2019
- c) All required staff positions at LCA-KP are filled by end March 2019

5.3.2 *Organizational and Capacity Building Indicators:*

- a) # meetings of the LCA-KP Management Bodies by end of Year-2 (Target: 2 General Body, 4 Board of Governors, 8 Executive Committee)
- b) # of joint meetings of the LCA-KP Team and Executive Committee by end of Year-2 (Target: 24)
- c) # of joint capacity building initiatives organized for LCA-KP members by end of Year-2 (Target: 8)
- d) # of joint capacity building initiatives organized by LCA-KP for its members by end of Year-2 (Target: 8)
- e) # of external capacity building events joined by members through LCA-KP by end of Year-2 (Target: 40)

5.3.3 *Funding and Partnership:*

- a) # of strategic partners taken onward by LCA-KP by end of Year-2 (Target: 5)
- b) # external funding secured by LCA-KP by end of Year-2 (Target: 2)
- c) # PKR is raised through membership fee by LCA-KP at end of Year-2 (Target: PKR 6 million)

5.3.4 *Communication, Social Media and Advisory Services:*

- a) Database of all elected members developed by March 2019
- b) Fully updated LCA-KP website by end Quarter-1 (Target: 1)
- c) Fully updated and active Facebook Page and Twitter Account for LCA-KP by end Quarter-1 (Target: 1)
- d) Legal Advisory Services available for the members by March 2019.

6. ADDITIONAL RECOMMENDATIONS

Based on the work an additional work commissioned by LCA KP, following are some of the additional recommendations for the OD of LCA KP:

Policy:

- LCA should be consulted and actively engaged in drafting all policies for consideration and adoption by the provincial assembly that will have an impact on the LG system in the province, including representation in PFC and Local Government Commission
- LCA should be consulted for the formulation and review of the various policies and procedures the government would like to put in place for LG's conduct and operation.

Representation:

- LCA should be represent all elected members of LG system in the province.
- LCA should be mandated to provide with information on LG in the province to the government and it will be considered as the official and majority opinion of the elected LG members.

Coordination and Communication:

- LCA should attend all LG related meetings and present LG opinion in these meetings.
- LCA should support with fostering collaboration between LG members and the government.
- LCA should share key discussions and decisions with its members through formal and informal communications channels.
- LCA should assist government to achieve the overall purpose of LG by supporting monitoring the performance of LG at all levels and coordinate necessary remedial measures.

Capacity Building:

- While working in close coordination with Local Governance School (LGS), all capacity building measures for LG members should be channelled through LCA.
- Provincial government should actively support LCA to organise standalone capacity building programmes for LG members.

Financial and Administrative Sustainably:

- Government should provide a necessary annual direct financial support through its annual regular budget to allow LCA to perform its functions.
- Financial grants should be provided through regular budget to LCA to organise capacity building measures for its members and support with other special programmes.
- Government should provide sufficient and suitable office space for LCA at LGEE&RDD Office in Hayatabad, Peshawar. Additional Office spaces at divisional or district levels will be provided in the future, as need arise.

7. MONITORING PLANS

The LCA KP should develop sample but comprehensive monitoring plan what will describes what has to be monitored and how. It will build upon the existing monitoring mechanisms and sources of information, and collects only as much information as is used by the LCA KP team.

Data should be ideally collected on monthly basis. The below matrix provides a template for LCA KP

1. **The indicator column** provides an indicator statement of the precise information needed to assess whether intended changes have occurred. Indicators can be either quantitative (numeric) or qualitative (descriptive observations). Indicators are typically taken directly from the logframe, but should be checked in the process to ensure they are SMART (*specific, measurable, achievable, relevant, and time-bound*). The indicator may need to be revised upon closer examination and according to field realities. If this is the case, be sure any revisions are approved by key stakeholders, e.g. donors.
2. **The definition column** defines any key terms in the indicator that need further detail for precise and reliable measurement. It should also explain precisely how the indicator will be calculated, such as the numerator and denominator of a percent measure. This column should also note if the indicator is to be disaggregated by sex, age, ethnicity, or some other variable.
3. **The methods/sources column** identifies sources of information and data collection methods and tools, such as the use of secondary data, regular monitoring or periodic evaluation, baseline or endline surveys, and interviews. While the “Means of Verification” column in a logframe may list a data source or method, e.g., “household survey,” the M&E plan provides more detail, such as the sampling method, survey type, etc. This column should also indicate whether data collection tools (e.g. questionnaires, checklists) are pre-existing or will need to be developed.
4. **The frequency/schedules column** states how often the data for each indicator will be collected, such as weekly, monthly, quarterly, annually, etc.
5. **The person/s responsible column** lists the people responsible and accountable for the data collection and analysis.
6. **The information use/audience column** identifies the primary use of the information, and its intended audience.

LCA KP M&E Plan Format

Indicator	Indicator Definition (& unit of measurement)	Data Collection Methods/Sources	Frequency & Schedule	Responsibilities	Information Use/Audience
GOAL:					
Indicator G.a					
Assumption G.a					
OUTCOME 1:					
Indicator 1.a					
Indicator 1.b					
Assumption 1.a					
OUTPUT 1.1:					
Indicator 1.1a					
Assumption 1.1a					
OUTPUT 1.2:					
Indicator 1.2a					
Assumption 1.2a					
OUTCOME 2:					
Indicator 2.a					
Assumption 2a					
OUTPUT 2.1:					
Indicator 2.1a					
Assumption 1.1a					
OUTPUT 2. 2:					
Indicator 2.2a					
Assumption 2.2a					

8. IMPLEMENTATION ROADMAP

Following are the key implementation milestones:

By Due Date/Period	Activity	Responsible
15 th December 2018	Rollout of OD Plan	President LCA KP
31 December 2018	Orientation on OD Plan	LCA KP Coordinator
31 December 2018	Financial Authorization Plan Role out	Finance Secretary
31 January 2019	Training Plan Finalization	LCA KP Coordinator
28 February 2019	Finalization of Targets for LCA KP	President LCA KP
Once Every Month	Monthly Meetings of LCA KP Ex Committee	General Secretary
Bi Annual	Board of Governors Bi Annual Meetings	President LCA KP
Annually	General Body Annual Meeting	President LCA KP
Weekly	Communication Weekly Update to Members	Information Secretary
Quarterly	Quarterly Review of Results Framework	LCA KP Coordinator
Quarterly	Internal Staff Capacity Training	LCA KP Coordinator

9. FINANCIAL AUTHORISATION PLAN

Following are the key implementation milestones:

PURCHASING APPROVAL MATRIX - PETTY CASH								
	TYPE OF PURCHASE	TOTAL AMOUNT OF PURCHASE			QUOTE OR SOLICITATION REQUIREMENTS	SIGNATURE AUTHORITY		Supporting Documents
						1 st (at least one)	2 nd (at least one)	
1.	Minor Purchases: products, materials, supplies, (non-consultant) maintenance/repairs and services.	PKR 1.00	to	PKR 5,000.00	Not required.	Field Coordinator	Any of the Exec Committee Members	Vendor Invoice/Bill
2.	Minor Purchases: products, materials, supplies, (non-consultant) maintenance/repairs and services.	PKR 5,001.00	to	PKR 15,000.00	At least 2 written price quotations. If only one vendor, provide sole source justification.	Field Coordinator or Finance Secretary,	President or General Secretary or Any of the Vice Presidents	Purchase Requisition, Quotes, Bid Analysis, Goods Received Note, Invoice/Bill
3.	Major Purchases: products, equipment, supplies, (non-consultant) maintenance/repairs and services.	PKR 15,001.00	to	PKR 30,000.00	At least 3 written price quotations. If only one vendor, provide sole source justification.	Field Coordinator or Finance Secretary	President or General Secretary or 1 st Vice Presidents	Purchase Requisition, Quotes, Bid Analysis, Goods Received Note, Invoice/Bill
4.	Formal Competitive Purchases: equipment, materials, supplies, maintenance/repairs and non-consultant services.	PKR 30,001.00	to	PKR Above	RFP by Purchasing Department + At least 3 written price quotations.	Field Coordinator or General Secretary	President, Or 1 st Vice Presidents	Purchase Requisition, Quotes, Bid Analysis, Goods Received Note, Invoice/Bill