



# Technical Assistance Consultant's Draft Final Report

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Project Number: TA 4295  
March 2007

## PAKISTAN: FEDERALLY ADMINISTERED TRIBAL AREAS

(Financed by the TA Special Fund)

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For FATA Secretariat

This consultant's report does not necessarily reflect the views of ADB or the Government concerned, and ADB and the Government cannot be held liable for its contents. (For project preparatory technical assistance: All the views expressed herein may not be incorporated into the proposed project's design.)

**Asian Development Bank**

## Acronyms

ADB	Asian Development Bank
ADP	Annual Development Program
AID	Associates in Development
CBO	Community Base Organizations
CP	Community Participation
CP&G	Community participation and Gender
CWOs	Community Welfare Organizations
EA	Executing Agency
FATA	Federally Administered Tribal Areas
FATA DC	FATA Development Corporation
FATA RDP	FATA Rural Development Project
FR	Frontier Region
FS	FATA Secretariat
GIS	Geographical Information system
GS	Governor's Secretariat for FATA
HTSPE	HTSPE Ltd
ICT	Information and Communication Technology
KK	Khowinda Kor
LG	Local Government
M&E	Monitoring and Evaluation
NGO	Non Government Organization
NWFP	North West Frontier Province
P&D	Planning and Development
P&F	Planning and Finance
PARD	Pakistan Academy for Rural Development
PC 1	Planning Commission Performa 1 (Project Document)
PRs	Pak Rupees
RDP	Rural Development Project
TA	Technical Assistance
TAT	Technical Assistance Team
TNA	Training Needs Assessment
TORs	Terms of Reference

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## **1. INTRODUCTION**

In compliance with our TA contract we are pleased to submit this draft final report covering the period and activities from the inception of this TA in August 2004 till its completion in December 2006.

Development in FATA significantly lags behind that of the adjoining settled districts of NWFP and the rest of the country as a whole. The provincial government of NWFP along with FATA DC was responsible for carrying out development works in the FATA till 2002. During the early 2002 the system of governance was changed as part of the Government policy to bring the region into the mainstream economic development and body politics. The reorganization included abolition of the FATA DC and creation of the FATA Secretariat for FATA. The FATA Secretariat *inter alia* has been tasked with coordination and funding of FATA development efforts. Various line departments that were formally within the Government of NWFP structure have been consolidated under the FATA Secretariat.

In view of the introduction of the decentralized planning, implementation and Monitoring and Evaluation system, increase in the development budget/size of the Annual Development Plan outlay and the ADB financed FATA Rural Development Project for Khyber, Mohmand and Bajaur agencies, the Government of Pakistan requested an advisory technical assistance from ADB. The purpose of the TA was to strengthen the planning and management capacity of key FATA development institutions, community based organizations and the newly established Agency Councils for effective undertaking of planning and implementation of development activities including the proposed FATA RDP. The TA was designed for implemented over a period of 18 months

The TA aimed to develop and facilitate among FATA officials and other stakeholders relevant skills, knowledge and attitude to achieve strategic objectives and to facilitate effective rural development. Particular focus will be on the strengthening the capabilities of the line departments working in the FATA to plan, design, manage, monitor and evaluate development schemes and projects including the proposed FATA RDP.

### **1.1 Scope of Work**

#### **1.1.1 Staff and Geographic Coverage**

In accordance with the ToR and agreement with FATA Secretariat officials, the capacity building activities of the TA were to mainly target the senior and mid level staff of the FATA Secretariat, agency level key planning, Finance, Maintenance cell staff and management and field implementation staff of the line departments including Health and Education, management and sectoral staff of the proposed ADB financed RDP, NGO/CBOs, community groups and members of the Agency Councils. Staff of the Provincial Government Departments working in FR was also to be considered.

As mentioned in the Minutes of the contract negotiations and confirmed by the FATA Secretariat, the TA activities were to basically concentrate on the core project area of the proposed ADB financed RDP for Khyber, Mohmand and Bajaur Agencies. However in the case of Planning and Finance Cells all the Agencies of FATA were to be covered.

#### **1.1.2 Additional Work**

Subsequent to the TA initiation, the government established Agency Councils in all the seven agencies to involve community representative in the decision making processes. Inclusion of members of the agency councils in the scope of the TA was agreed between the FATA Secretariat and TA Team. The TNA exercise therefore additionally covered members of the Agency Councils.

At the request of the FATA Secretariat, the TA Team assisted in the preparation of Rules of Business for the proposed devolution plan for FATA.

### **1.1.3 Key Outputs and Activities**

Expected out puts of the TA included:

- Development of a more effective approach to planning and management that is appropriate to the institutional and resources capacity of the then Governors Secretariat FATA (now FATA Secretariat) and agency based staff;
- Strengthened coordination strategies and arrangements to optimize the effectiveness of development activities;
- Strengthen financial management system and procedures covering planning, budgeting and cash flow management and systems and procedures to monitor financial and implementation performance;
- Enhance the managerial and facilitation competence of selected CBOs working in the core area of the proposed FATA RDP.

The TA key activities consisted of planning for:

- Training needs analysis for the staff of FATA Secretariat, Agency level staff of Planning and Finance Cells, staff of all the line departments and CBOs, community groups and members of the Agency Councils.
- Training for enhancing competencies of about 225 staff in strategic operational planning; budgeting; financial management; Information and Communication Technology; coordination, monitoring and evaluation; project design and appraisal; and community development facilitation/participation methodologies
- Training of about 150 persons from existing community groups/NGOs/CBO and Agency Councils in leadership, management skill and effective group mobilization and participatory monitoring and evaluation.
- Key FATA Secretariat and designated management and field level implementation staff of the proposed ADB financed FATA RDP in project management, participatory development concepts, approaches and tools and ADB policies and procedures.

## **2. TRAINING NEEDS ASSESMENT PHASE ACTIVITIES**

A comprehensive training needs assessment was carried out to review of the organizational structures and function of FATA Secretariat and Government Line Agencies (GLAs). The scope of the assignment encompassed needs assessment of various stakeholders, including: key staff (senior and mid level managers) of the FATA Secretariat, line departments at the Secretariat level and in the three core Tribal Agencies (Khyber, Mohmand and Bajaur), and staff of the Agency Finance and Planning Departments (all seven agencies) and members of the Agency Councils.

TNA of CBOs/NGOs could not be conducted as nominations and verification of CBOs/NGOs was awaited from the respective Political Agents in the tribal agencies.

Services of two consultants were utilized for field work while for establishing a database another consultant was hired. The training consultant with the support of the entire TA team facilitated the process of TNA. Field study was accomplished between November 20 and December 31<sup>st</sup> 2004, and the Training Needs assessment Report was submitted in January 2005.

### **3. PREPARATION OF PROCEDURES OF BUSINESS FOR THE PROPOSED FATA DEVOLUTION PLAN.**

During the earlier part of the TAT work, a major exercise was undertaken by the TAT for the Governor's Secretariat for preparing the draft Procedures of Business 2005 as part of the devolution of power in FATA. The Local Government Ordinance 2001 NWFP was taken as a reference document and then based on the requirements of GS, the procedures of business for FATA were drafted. The draft procedures also include the existing (pre devolution) and proposed (post devolution) structures of Government Departments and agencies working in FATA as part of the devolution exercise. The existing and the proposed structures are presented both at the level of the GS and at the Tribal Agency level in 58 organograms. The Procedures of Business 2005 and the Institutional Structures prepared during this period are based on extensive discussions/meetings with the key policy makers in GS and reflect GS decisions in this regard. Detailed discussions were also held with some 14 Government Departments/Wings/Cells in GS prior to the finalization of the Structures. The procedures of Business have not been undertaken as of end 2006, perhaps due to: i. a significant reorganization in the management of the FATA affairs, and ii. the non activation of the local governments in FATA.

### **4. ACTIVITIES DURING THE LAST REPORTED PERIOD**

#### **4.1 Training Plans and Budgets**

Activities during the period May-July 2005 included:

- Early May 2005 TA Team was informed that outside contractors should not be hired for training, instead the TA Team members should hold the trainings themselves with outside assistance where needed.
- Training proposals were submitted by Khowinda Kor (KK) and one TA Team member.
- Training themes, contents and initial work on modules relating to the Planning and Monitoring theme were developed. Similar work was undertaken relating to ICT, Community Participation and Gender, and Finance
- Training Plan prepared for approval by the Additional Secretary GS. A meeting held with the new Additional Secretary in mid June leading to his approval of the Training Plan.
- Training budgets were prepared.
- Time lines for conducting the trainings that were to begin in end July 2005 were prepared.
- Training plans and budgets were prepared for ADB approval
- List of training participants with names and addresses prepared for various levels of training

- Training plans and budgets submitted to ADB approval so that training activities begin by end July 2005.
- Pending ADB approval of training activities, TA Team activities were suspended until approval was granted in July 2006. However, before training consultants could be mobilized, the original contract expired in September 2006 and consultants were mobilized in November 2006. The ADB contract with HTSPE was closed on December 31 2006

## **5. STATUS OF TRAINING AT CLOSE OF PROJECT**

A training needs assessment (TNA) was undertaken in early 2005. As a result, training programs for four distinct levels of FATA institutions were identified. These included the following:

- i. Training for senior and mid-level officers of the then Governor Secretariat (GS) and now called Civil Secretariat FATA. It may be noted that in the discussion that now follows GS represents the acronym for Governor Secretariat while the suffix relate to the module numbers that apply to the 4 identified groups within the Governor's secretariat.
- ii. Training for senior and mid-level officers of the technical line agencies (TLAs) located in the three tribal agencies including Bajaur, Mohmand and Khyber agencies. The Training Plan presented in Section 4 refers to these as TLA-1 through TLA -3. The 1, 2 and 3 refer to the three different types of modules that were proposed for the three agencies.
- iii. Training for the senior and mid-level officers of the Planning and Finance (PF) cells located in the seven tribal agencies and 6 Frontier Regions (FRs) of FATA. These are referred to as PF-1 and PF-2 in the Training Plan which represented the two distinct categories of planned trainings.
- iv. Training was also planned and designed for male and female Agency Councilors and selected CBOs/NGOs from the three agencies.

Based on the TNA and in-house discussions, TORs were drafted and circulated to various training institutions in NWFP and Punjab. These included: NRSP/Islamabad, SRSP/Peshawar, Khowinda Kor (KK) the Planning Division Training Institute/Islamabad, and Pakistan Academy for Rural Development (PARD)/Peshawar. Proposals were received from SRSP, NRSP and Khowinda Kor/Peshawar. PARD did not respond. The training institute of the Planning Division, Pakistan said that it would require a letter of intent from the FATA Secretariat before it could develop a proposal. After review of the proposals and several follow up meetings, the former Secretary CS FATA sought that the trainings be conducted by the ADB TA team members (TAT) and not by outside firms. He was of the view that none of the training organizations had relevant FATA background or the capacity to offer the full range of training activities envisioned by the TA team.

Given the concerns, a meeting was held with the former Additional Secretary CS FATA in which an agreement was reached to design and implement the training program through the existing TA team members. Additional inputs for facilitation, support staff and logistics were proposed and organized through out-sourcing arrangements. However, the period of April-May 2005 witnessed a slack, given the changes taking place within the top management of FATA. This included the changes at the Secretary and the Additional Secretary levels, adversely impacting on the TA process.

In house discussions led to the preparation of a draft schedule for the implementation of a composite training plan which covered the identified themes (of the TOR) and the expanded target group of over 500 staff and agency stake holders. The increase in targeted numbers resulted from the inclusion of the planning and finance staff (P&F) from all seven (as against three) agencies and the addition of the large number of male/female councilors who were not in place at appraisal or indeed when the TA was launched. Given the focus on devolution during 2005, the CS counterparts specifically requested for the inclusion of the P&F staff from all FATA agencies.

The Training Plan was submitted to the new Additional Secretary CS FATA and was approved by him in a meeting held on 14 June 2005. The proposed schedule was also discussed with the FATA counterparts.

The total number of training events was based on a) the general findings of the TNA report b) Assessment of the optimal size of the training group at each tier of the FATA hierarchy and c) the nature of each training module. The training plan was based on:

- i. The workshop duration (or event days) was based on detailed discussions with regards to the likely content of each module and past experience with similar events. Likewise a level of effort was assessed for specialist inputs for a) Training design b) training implementation and c) documentation for each category of training.
- ii. The total numbers of participants were drawn from the information provided by the CS counterparts. In general the trainees represented the senior and mid-level management of FATA and cover the identified institutions.
- iii. The potential trainees included all male/female councilors in the three tribal agencies and selected CBOs/NGOs whose lists have been shared with CS.
- iv. With the exception of the Finance and ICT related training, the planned workshops were composite in nature and covered the TA TOR themes.
- v. Bulk of the training activities was proposed to be held in Peshawar. Other trainings were to be held in the three Tribal Agencies of Khyber, Mohmand and Bajaur.

## **6. TRAINING PLAN**

The five training themes (areas of intervention) as provided for in the TORs for the ADB funded Capacity Building Project for FATA were:

- A. Planning and Monitoring
- B. Financial management
- C. ICT (Information Communication Technology)
- D. Community Participation and Gender
- E. ADB Policies and Procedures

There were four levels of training identified by the TAT during the TNA. These were:

- i. Governor Secretariat**
  - i.1. GS 1 - Governor's Secretariat based FATA Management and Directorates
  - i.2. GS 2 - Governors Secretariat based Deputy Secretary/Directors
  - i.3. GS 3 - Governors Secretariat Based Finance and Accounts Staff
  - i.4. GS 4 - Governors Secretariat based ICT staff

**ii. Line Agencies (Based in the three Tribal Agencies of Bajaur, Mohmand and Khyber)**

- ii.1. TLA 1 - Agency Level based Heads of the Departments
- ii.2. TLA 2 - Agency Level Field Staff
- ii.3. TLA 3 - Agency level Finance and Accounts Staff including Political Agent Office.

**iii. Planning and Finance Cells (Based in all 7 Tribal Agencies)**

- iii.1. PF 1 – Planning and Finance Cell Planning and Monitoring Staff
- iii.2. PF 2 – Planning and Finance Cell Finance and Accounts Staff

**iv. Elected Councilors, CBOs/NGOs (Based in the three Tribal Agencies).**

A matrix showing the five training themes set against the four identified levels of training is presented in Matrix 1 below.

**Matrix 1**

	Estimated Number of Participants	Planned Events	P&M A	Fin Mgt B	ICT C	CP and Gender D	ADB Policies and Procedures E
<b>1.GS</b>							
1.1. GS 1	16	1	X	X	X	X	X
1.2. GS 2	32	1	X	X	X	X	X
1.3. GS 3	14	1		X			
1.4. GS 4	10	1			X		
<b>2. LAs</b>							
2.2. TLA 1	39	1	X	X	X	X	
2.2. TLA 2	84	3	X	X	X	X	
2.3. TLA 3	30	1		X			
<b>3. P&amp;F Cells</b>							
3.1. PF 1	33	1	X		X	X	
3.2. PF 2	30	1		X	X		
<b>4. LG/CBOs and NGOs</b>	240	6	X	X		X	
<b>Total</b>	528	17					

- GS Governor's Secretariat
- LAs Line Agencies
- P&F Planning and Finance
- LG Local Government Councilors
- CBOs Community Based Organizations
- NGOs Non Government Organizations
- P&M Planning and Monitoring
- Fin Mgt Financial Management
- ICT Information Communication Technology
- CP/G Community Participation and Gender

## **7. MAJOR CHANGES AND A SHIFT IN FATA PRIORITIES.**

ADB was presented with the training plan and a budget in June 2005 with a request for its approval. A tripartite meeting with the FATA Secretariat was held in September 2005. Two additional tripartite meetings were held: one in July 2006 and the other in January 2007. The ADB approval of the Training Plan was granted in July 2006. More importantly, there were significant changes in the administration of FATA, while the FATA region itself was engulfed into serious law and order problems leading to military actions along the Pakistan Afghanistan border. This led to the closure of some of the tribal agencies for outsiders (South Waziristan, North Waziristan and parts of Bajaur Tribal Agencies). It also led to the abandonment of encouraging the local governments in the tribal agencies.

Management changes for the FATA region included: the change of Governor NWFP, the transfer of two Secretaries of Governor Secretariat, the transfer of the Additional Secretary CS responsible for the Capacity Building TA, up gradation and strengthening of GS to a new FATA Secretariat, the creation of four new Secretaries in CS FATA, and the creation of a new autonomous organization, FATA Development Authority. More importantly, the CS become more interested in shifting some of the Capacity Building Project TA money from capacity building interventions to purchasing computer related equipment and development of a computer based software for Composite Schedule Rates. All these events and changes in the priorities of CS FATA seriously impacted on the plans drawn out for training programs for capacity building described in Sections 4 and 5 above.

Despite the shift in emphasis, some training events did finally take place, but not without taking its toll. Training programs for the elected local councilors from FATA were completely dropped. Training programs at the Agency level were dropped in favor of training at Peshawar. Duration of training courses was reduced. Specifications for purchase of hardware were prepared and relevant quotations were obtained. However, CS FATA decided not to develop CSR and until the closer of the project decision was not communicated to HTSPE for the procurement of equipment.

## **8. Project Accomplishment Status**

A summary of the activities (with planning and implementation stages) undertaken by the project is presented below in a tabular form.

**Table 1:**

**SUMMARY OF FATA TA CAPACITY BUILDING ACTIVITIES**

1	2	3	4	5	6	7	8	9	10
OUTUPT	TARGET GROUP	TNA	TRAINING MODULE			TRAINING COSTS	TRAINING DEVLIVERY	COMPLETION STATUS	COMMENTS
			Description	Preparation	Approval by EA	Approval by EA		%	
<b>1 TRAINING NEEDS ANALYSIS (TNA)</b>									
1.1 Secretariat officials	Secretariat officials	Completed						100	
1.2 Agency level officials	Agency level officials	Completed						100	
1.3 Community based organizations (CBOs)	CBOs	Completed						100	
<b>2 TRAINING FOR GOVERNMENT OFFICIALS</b>									
2.1 Strategic operational planning	GS1	Completed	T3 - Planning and monitoring	Completed	Complete	Complete	Not undertaken	60%	
2.2 Budgeting, financial management, planning, monitoring and evaluation	AP&F	Completed	T1 - Planning and monitoring	Completed	Completed	Completed	Completed	100%	
	AP&F	Completed	T2 - Budgeting and finance	Completed	Completed	Complete	Completed	100%	
	GS2	Completed	T4 - Planning, monitoring and finance	Completed	Completed	Complete	Not undertaken	60%	

	GS3	Completed	T5 - Financial management	Completed	Completed	Complete	Not undertaken	60%	
	TLA-1	Completed	T9 - Financial management, planning and monitoring	Completed	Completed	Complete	Not undertaken	60%	
	TLA-2		T10 - Financial management, planning and monitoring	Completed	Completed	Complete	Not undertaken	60%	
	TLA-3		T11 - Financial management	Completed	Completed	Complete	Not undertaken	60%	
			T12 - Planning, monitoring and financial management	Completed	Completed	Complete	Group 1 completed - Group 2 Not undertaken	80%	
2.3 Information communication technology	GS4	Completed	T6 - Information and communication technology (advanced)	Completed	Completed	Complete	Completed	100%	
	TLA4		T7 - Information and communication technology (basic)	Completed	Completed	Complete	Completed	100%	
	AP&F/TLA3		T14/15 - Introduction and use of CSR					0	EA did not complete its reviewing requirement
<b>3 TRAINING FOR COMMUNITY GROUPS AND CBOs</b>									
3.1 Leadership management, M&E, group mobilization	NGO Maliks	Completed	T13 - Gender and community participation	Completed	Completed	Complete	Completed	100%	

<b>4</b>	<b>GOVERNMENT STAFF TRAINED IN ADB POLICIES/PROCEDURES</b>								
4.1	ADB policies and procedures	Completed	T8 originally ADB procedures combined with T3	Completed	Not undertaken	Complete	Not undertaken	60%	
<b>5</b>	<b>EQUIPMENT PROCUREMENT</b>			<b>SPECS.</b>	<b>QUOTES</b>	<b>COMP. STATEMENTS</b>	<b>PROCUREMENT</b>		
5.1	Purchase of hardware	FATA Secretariat		Completed	Completed	Completed	Not undertaken	60%	
5.2	Provision of wireless networking	FATA Secretariat		Completed	Completed	Completed	Not undertaken	60%	

**Notes:**

GS1 - Secretary, Additional Secretary, Directors/Head of Department

AP&F - Agency planning and finance cells

GS2 - Dy Secretary, Dy Director Asst Directors

GS3 - Financial managers at Governors Secretariat

TLA-1 - Political agents, Head of line agencies

TLA-2 - Asst Political Agents, Dy Head of line agencies

TLA-3 - Financial managers at line agencies

GS4 -Staff of Governors Secretariat

## 9. Project Administration

All equipment available to the consultants have been handed over to the FATA Secretariat. Inputs completed as schedule below and copies of all reports and training materials also been handed over to the client.



## 11. Delivery of Training and Responses From Trainees

Lists of participants were prepared for each level of training module. Participant lists are presented in Annex 3

Training was conducted for crash training programme for **Planning and Finance Cell** at agency level, ICT and Gender issues. Training for Planning, Monitoring and ADB policies and Procedures could not get conducted until the closure of the project in December 2006.

A review of the evaluation sheets filled by participants for the Planning and Financial Management training shows:

### Management Planning

Training Module T-1

Workshop duration 5 days

Participants invited 13

Participants attending 13

Evaluation of course by the participants

Number of questions for evaluation asked 10

“Good” 78

“Medium” 30

“Poor” 9

**Summary of Evaluation of Planning Training by the Participants**

Group & Participants	Rating by Participants (Out of 9 Points)				
	Low Rating	Medium Rating	High Rating	Total Points Scored	Total Points
<b>Planning Management Participants Ratings</b>					
Participant No.1	0	1	8	9	9
Participant No.2	0	1	8	9	9
Participant No.3	2	2	5	9	9
Participant No.4	3	1	5	9	9
Participant No.5	0	1	8	9	9
Participant No.6	0	3	6	9	9
Participant No.7	0	3	6	9	9
Participant No.8	0	4	5	9	9
Participant No.9	0	3	6	9	9
Participant No.10	1	1	7	9	9
Participant No.11	1	2	6	9	9
Participant No.12	1	4	4	9	9
Participant No.13	1	4	4	9	9
<b>Total Points</b>	<b>9</b>	<b>30</b>	<b>78</b>	<b>117</b>	<b>117</b>

## Financial Management

Training Module T-2

Workshop duration 5 days

Participants invited 20

Participants attending 19

Evaluation of course by the participants

Number of questions for evaluation asked 10

“Good” 80

“Medium” 69

“Poor” 19

### Summary of Evaluation of Financial Management Training by Participants

Group & Participants	Rating Participants (Out of 9 Points)				
	Low Rating	Medium Rating	High Rating	Total Points Scored	Total Points
<b>Financial Management Participants Ratings</b>					
Participant No.1	1	4	4	9	9
Participant No.2	4	3	2	9	9
Participant No.3	1	4	4	9	9
Participant No.4	0	1	8	9	9
Participant No.5	2	6	1	9	9
Participant No.6	0	3	6	9	9
Participant No.7	1	4	4	9	9
Participant No.8	1	4	4	9	9
Participant No.9	0	5	4	9	9
Participant No.10	1	4	4	9	9
Participant No.11	1	2	6	9	9
Participant No.12	0	4	5	9	9
Participant No.13	2	3	4	9	9
Participant No.14	2	3	1	6	9
Participant No.15	1	3	5	9	9
Participant No.16	1	6	2	9	9
Participant No.17	1	3	5	9	9
Participant No.18	0	4	5	9	9
Participant No.19	0	3	6	9	9
<b>Total Points</b>	<b>19</b>	<b>69</b>	<b>80</b>	<b>168</b>	<b>171</b>

### Short Summary of T-1 and T-2 Training

<b>Evaluation by Participants</b>	<b>T-1.Management Planning 5 day event, with 13 participants. Number of responses</b>	<b>T-2: Financial Management 5 day event, with 19 participants. Number of responses</b>
Good	78	80
Average	30	69
Poor	9	19

Reports for ICT and Gender Training are presented at Annex 1 and Annex 2 of this report.

A review of the evaluation sheets filled by the 70 participants for the Gender focused training program shows:

Number of respondents: 70

Each participant was asked to fill responses to 9 questions against “poor”, “average” and “good”. There were 400 responses against the column “good”, 73 against “average” and 37 against “poor”. These responses indicate that the participants were mostly satisfied with the Gender focused training.

**A review of the Finance and Planning Cells related working files reveals:**

Training Module T-12  
 Workshop duration 3 days  
 Participants invited 14  
 Participants attending 11  
 Evaluation of course by the participants  
 Number of questions for evaluation asked 13

“Good” 98  
 “Medium” 41  
 “Poor” 4

Therefore, in view of the evaluation by the training participants, the T-12 training event for Finance is considered successful.

Evaluation responses from the trainees of modules T-6 and T-7 for ICT reveal the following:

**Table 2**

<b>Evaluation by Participants</b>	<b>T-6 ICT: 5 day event, with 10 participants. Number of responses</b>	<b>T-7: ICT 4 day event, with 23 participants. Number of responses</b>
Good	67	243
Average	20	22
Poor	6	14

The above table reveals that the participants for training modules T-6 and T-7 relating to ICT were mostly satisfied with the trainings received by them. For details see Annex 1.

### **Non Delivered Training and procurements**

Accomplishment of the activities planned and undertaken is presented in Column 9, Table 1, Section 7 above. A review of Column 9 shows that most activities during the planning and designing were accomplished 100%. The short fall was in the delivery of some training. These are:

Annex 1

# **ICT Related Activities**

**TA No. 4295 - PAK**

**Capacity Building for Rural Development of Federally  
Administered Tribal Areas (FATA)**

**Dr. Yahya M. Khawaja  
ICT Specialist**

## Introduction

This is a brief report regarding the activities of Information & Communication Technologies (ICT) specialist as a member of the Technical Assistant (TA) Team for FATA Capacity building project. Purpose of the report is to assist the team leader in preparing a comprehensive community development training-related report an input for the RDP's long-term support for institution-building interventions.

Terms of Reference (TORs) of the assignment are reproduced below and are followed by the activities of the consultant against each item of TORs.

### Terms of Reference for Communication & Information Technology Specialist:

Following were the Terms of Reference for the Information & Communication Technology Specialist as identified in the Technical Assistance document.

1. Identify information and communication facilities at the tribal agency level and undertake a need assessment of the line departments involved in implementing the FATA RDP;
2. Identify the available ICT facilities in Peshawar for training the tribal agency line departments and the Secretariat Staff;
3. In consultation with the team leader, other TA team members, and the project director, train relevant staff in ICT on-the-job and through the available ICT facilities in the private sector in NWFP; and
4. Assist the team leader in preparing a comprehensive community development training-related report as an input for the RDP's long-term support for institution-building interventions.

### 1. Training Needs Assessment

A two member team experienced in needs assessment processes was assigned the task of needs assessment in different thematic areas. ICT consultant joined the team on Dec 1, 2006 and accompanied them to two tribal agencies i.e. Khyber and Mohmand and line departments involved in implementing FATA RDP at the Governor's Secretariat (GS). Individual visits were also arranged to computer cell at Governor's Secretariat that was responsible for maintenance and execution of Annual Development Program (ADP) software application. Apart from this custom built software acquired at a huge expense there was little IT presence in FATA. Computers were used but primarily as a word processor. TNA draft report was made available to the team in February, 2005.

Needs related to Information and Communication Technologies identified in Table 3.15 of the TNA report is attached as **Annex I**.

Observations and recommendations of ICT specialist were submitted to the TA team and are attached as **Annex II**.

## **1. a. Course Contents for Training Modules**

During a meeting of the TA team in February 2005 regarding TNA report, it was decided by the team that consultants will provide the course outline for each suggested training module. Modules were to be developed by resource persons to be inducted for this purpose. This necessitated the addition of a sample topic along with the contents to guide the resource persons on how to develop modules that emphasize hands-on approach.

Detailed course outlines along with a sample module topic for the following areas were prepared in February and March 2005 and submitted to the project for onward sharing with the Governor's Secretariat (GS FATA).

MS Access	15 Days
MS SQL Server	30 Days
MS Word	5 Days
MS Excel	5 Days
MS Power Point	2 Days

The course contents with samples are attached as **Annex III**. Later on bare bone versions (just table of contents) of the detailed contents were also provided as desired by the project. This also included the contents for networking module and that too is part of **Annex III**.

A tentative TA work plan was prepared on March 4, 2005 and circulated to the team members. Later, ICT consultant was informed that the GS FATA did not agree to the proposal of hiring resource persons for the development of modules and it will be the responsibility of the relevant specialist to prepare the modules for the approved trainings. Tentative work plan is attached as **Annex IV**.

In the meantime consultant attended meetings at GS regarding restructuring of FATA under the devolved structure. This was not exactly an assignment of the TA team but something that the GS secretariat desired the TA team should address.

### **Slack Time: March 2005 – March 2006**

In March 2005 during internal discussions of the TA team it was decided that two training titled ICT-1 and ICT-2 will be offered in the area of Information and Communication Technology keeping in view budget constraints and the time available. One will focus on the general computing requirements of FATA and will primarily be MS Office oriented with introduction to internet and email for the employees who were not computer literate. The 2<sup>nd</sup> training was intended for the computer literate operators of GS computer cell using and maintaining a SQL server based database management system custom built for the Annual Development Plan at a cost of approximately 4.5 million.

GS did not agree with the tentative work plan submitted to it and desired that the training be conducted by the consultants and not by the additional resource persons to be inducted for the purpose. This necessitated a change in plan in terms of additional time slots for the consultants and subsequent approval by the ADB.

In July 2005 TA team prepared revised budget estimates and based on the budget constraints a program was developed that primarily focused on a composite training for different tiers at FATA.

In addition to the composite training an individual ICT component was agreed upon by the TA team, i.e. 15 days of training in database to the computer operators at the GS Computer Cell and affiliated offices. Consultant had to prepare training modules as well for both type of trainings. Proposed work plan attached as **Annex-V** was submitted but could not be adhered to apparently because of approval delays.

In March 2006 training activities started under a new team leader and after further deliberations the following trainings were agreed upon in the area of Information and Communication Technologies.

Training Reference	Training	Location	Level	Participants	Days	Group
T-6	Information and Communication Technology Advance	Peshawar	GS4	10	10	1
T-7	Information and Communication Technology Basic	Peshawar	TLA-4	26	5	1
T-8	Information and Communication Technology Basic	Peshawar	GS5	26	5	1

A training schedule was prepared by the team leader and is attached as **Annex –VI**. ICT consultant prepared a comprehensive training module for T-6 spanning 10 days. Unfortunately, very close to the actual delivery the T-8 was cancelled, time duration for T-6 was reduced by 50% and that for T-7 was reduced by 20%.

## 2. Training Facilities Identification

Being aware of most of the IT facilities in Peshawar, help was provided to the project in the selection of an appropriate facility where trainings sessions could be held. Once established that Electrical Engineering Department of NWFP University of Engineering and Technology had the state of the art facilities for such a training, ICT consultant negotiated the use of the facility with the university establishment and prepared an MOU for the use of the facility. Copy of the MOU is attached as **Annex-VII**.

ICT consultant also helped in the food arrangements for the participants and the evaluation suggests that people were pretty satisfied with that too.

ICT consultant also identified and selected the facilitators for the training sessions. All the facilitators were very qualified individuals with degrees either in engineering, IT or Computer Science and were responsible for providing hands on help to the participants. Facilitators received excellent ratings from the participants during the feedback process.

## 3. Training Delivery

Both T-6: ICT-Advance and T-7: ICT-Basic trainings were held in collaboration of NWFP University of Engineering and Technology.

Unfortunately due to the last minute reduction in time of the training by 50%, training could not be delivered as originally intended. Trainings were held every day from 9 to 5 with two short breaks for tea and an extended Lunch Break.

Multimedia presentations were prepared and a hands-on approach was followed. Participants were provided with training manuals wherein every topic was followed by a hands-on exercise. Apart from a few exceptions by and large the participants were also very eager to grasp as much as possible. As is understandable, the only complaint that the participants had was the shortage of time. Over and above the

lead trainer, there were qualified facilitators in adequate number available to the trainees to address any problem they encountered during the hands-on sessions.

Every effort was done to make the best use of the available time and overall, the participants were very pleased with the training as is indicated by the feedback provided by the participants after the training.

### **3. a. Training Evaluation**

The following table depicts the response of the participants to thirteen self explanatory questions regarding the training and its venue, the trainer and logistic support. It is evident from the responses that the respondents were very satisfied with the arrangements apart from the fact that **almost all the participants were extremely unhappy with the duration of the training.**

This is understandable, as the originally planned length of the training was much longer but drastically reduced probably because of budget constraints or because of decisions made in a tripartite meeting without the involvement of the ICT consultant and that fundamentally distorted the objectives of the training.

In my opinion if all the stake holders are serious in accomplishing the objectives of such capacity building efforts, focus should be on the core objective and other petty considerations should not alter the scheme of things altogether.

### Evaluation Summary ICT Basic Training T- 7

No.	Features	Rating		
		Low	Medium	High
1	About relevance of course contents with your job/duties/future responsibilities	0	3	20
2	Usefulness/Relevance of training material to the objectives of training	0	5	18
3	About the training methodology adopted by the resource persons/trainers	0	0	23
4	Communications skill of the trainer.	0	1	21
5	About the environment during the training course.	0	0	23
6	About total duration of the course compared with the covered subjects/contents	18	3	2
7	Did the trainer follow the timings of training?	0	0	22
8	About the training venue.	0	1	21
9	About the food/refreshment served during the training days.	0	1	11
10	About the lodging arrangements (If applicable)?	0	1	9
11	Were the objectives of training achieved?	0	1	18
12	Are you satisfied with Facilitators help?	0	1	22
13	Are you satisfied with Logistic support? OR The responsibility of Ajmal Khan?	0	0	23

The data presented in the above table is depicted graphically in **Annex-VIII**.

A similar evaluation was conducted for the advanced training as well and result of the evaluation is almost the same as that of the Basic Training i.e. the respondents were overall very satisfied with the training program except the duration of the training. The voice of respondents is depicted in the following table.

### Evaluation Summary ICT Basic Training T- 7

No.	Features	Rating		
		(Low)	(Medium)	(High)
1	About relevance of course contents with your job/duties/future responsibilities	0	3	20
2	Usefulness/Relevance of training material to the objectives of training	0	5	18
4	Communications skill of the trainer.	0	0	23
5	About the environment during the training course.	0	0	10
6	About total duration of the course compared with the covered subjects/contents	6	1	3
7	Did the trainer follow the timings of training?	0	1	8
8	About the training venue.	0	1	9
9	About the food/refreshment served during the training days.	1	1	8
10	About the lodging arrangements (If applicable)?	0	0	0
11	Were the objectives of training achieved?	0	3	1

### 3. b. Training Coverage

Both ICT basic and advanced trainings received wide media coverage due to the efforts of the media cell of the host institution i.e. NWFP University of Engineering and Technology.

Cuttings from some of the news papers are presented at **Annex-I-I & Annex-I-II**

#### **4. Assisting the Team Leader in Preparation of a Comprehensive Report**

As mentioned in the introduction the above write up encompasses all the activities of the ICT consultant and the purpose is to assist the team leader in preparing a comprehensive community development training-related report an input for the RDP's long-term support for institution-building interventions

#### **5. Lessons Learnt**

A comprehensive work plan should be prepared and consensus should be achieved from all stake holders very early in the project. This is especially true if the project is of extended length and no person is available for the full length of the project.

Better monitoring on the part of ADB is needed because lack of seriousness on the part of team leader affects the performance of others as well.

Duration of training should be commensurate with the topics to be covered and the background readiness of the participants. Last minute changes in the training duration with no change in the training contents should be avoided as it creates an impression that real intent is not capacity building but to finish a job.

**Table 3.15 of TNA Report**

Training Needs in Information and Communication Technology

<b>Training Needs</b>	<b>Number</b>
Orientation to Computer	109
MS Office	92
Internet/Email/Outlook	59
Written Skills/Reporting	27
Presentation/Oral Communication	25
Database	17
Data Analysis (EIRR, SPSS, STATISTICAL ANALYSIS ETC)	11
CAD/CAM	10
Geographic Information System (GIS)	9
Spread Sheets	7
Mapping	5
Web Designing / Publishing	6
Networking	5

## COMMENTS & RECOMMENDATIONS OF ICT SPECIALIST ON TNA REPORT

### I. PROBLEM AREAS

Table 3.15 of the TNA draft report highlights the following interrelated needs.

- Orientation to Computers
- MS Office
- Internet / Email / Outlook
- Presentation / Oral Communication
- Data Base
- Spread Sheets
- Web Designing / Publishing

THIS CREATES AND AMBIGUITY AS **MS OFFICE** CONSISTS OF THE FOLLOWING PROGRAMS

- **Word** is the word processing program of the Microsoft Office suite that allows you to create documents and reports.
- **Excel** lets you develop spreadsheets that display data in various tabular and visual formats.
- **Power Point** creates multimedia presentations to display information in a graphical format.
- **Access** is a database program that stores information that can be manipulated, sorted, and filtered to meet your specific needs.
- **FrontPage** allows you to create professional-looking web pages for the Internet.
- **Outlook** is considered a “Personal Information Manager” (PIM) program that can be used for sending and reading e-mail, scheduling appointments, managing a contact list, creating a to do list, or for recording notes.

My **assumption** will be that MS Office means word processing and the remaining programs included in MS Office are presented as discrete needs as is evident from table 3.2 reproduced below.

**Table 3.2: Training Related Main Themes and Sub-Themes**

<b>Information and Communication Technology</b>	Word Processing, desktop publishing, database, CAD/CAM, spreadsheets, presentation, project management, accounting package, networking, data analysis, decision support systems (GIS),
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outlook, Internet, email and effective communication skills.

It is still not clear to me what exactly is expected from a training module “**orientation to computers**”, especially when read in conjunction with all the other similar needs.

## II. TRAINING NEEDS THAT CAN NOT BE ADDRESSED

In my opinion it will not be possible to address the following training sub themes because of their specialized nature, current functions of the personnel who requested for the training, budgetary constraints and the relative importance of the sub themes

### A. Mapping

- Web Designing / Publishing
- Geographic Information Systems
- CAD/CAM

## III. OVERLAPPING AREAS

**Basic Data Analysis** will be covered in the spreadsheet-training module based on Excel but at this point in time it might not be feasible to arrange separate trainings in (EIRR, SPSS. Statistical Analysis etc). This can still be done if the FATA management so desires and the funds are available.

“**Written Skills / Reporting**” sub theme is covered in other major themes as most of the reporting is probably of managerial, administrative or financial nature.

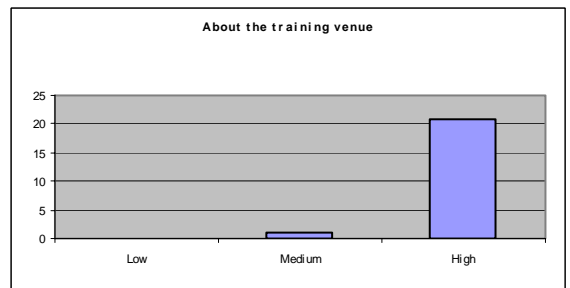
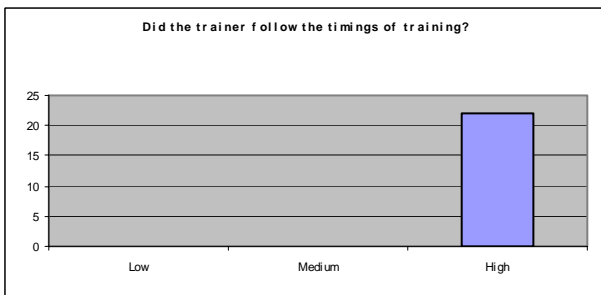
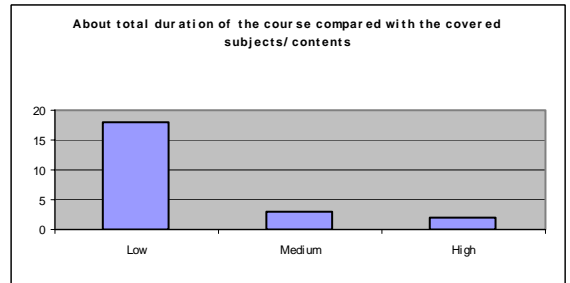
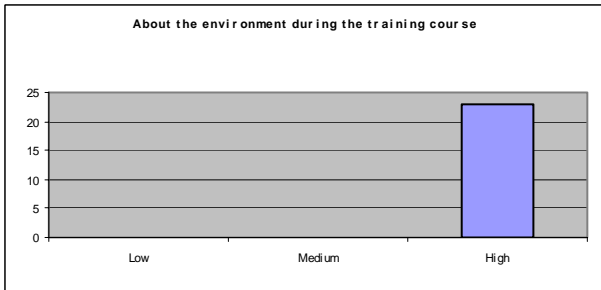
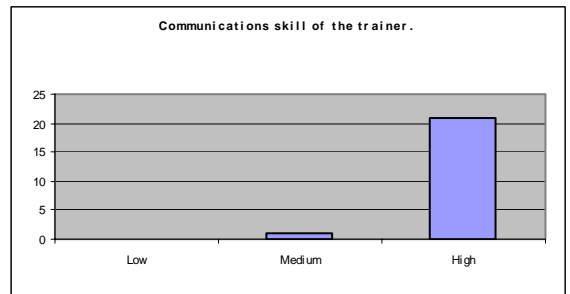
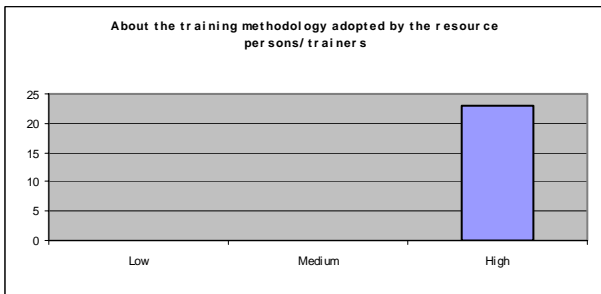
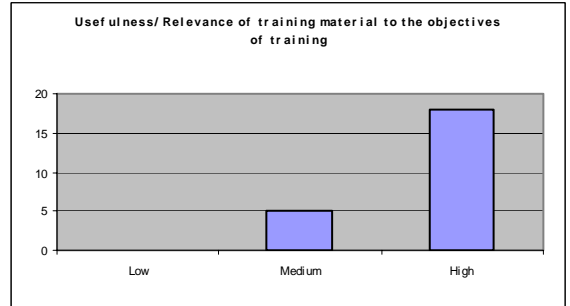
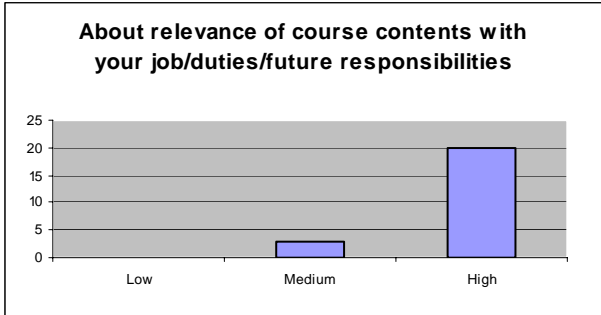
### 1. Recommendations

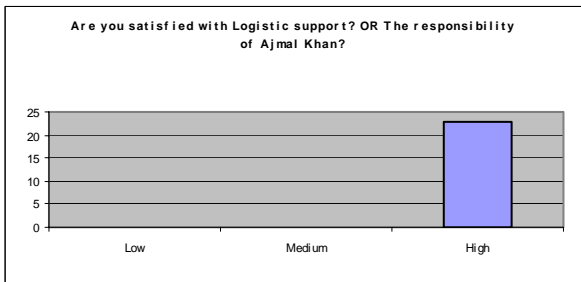
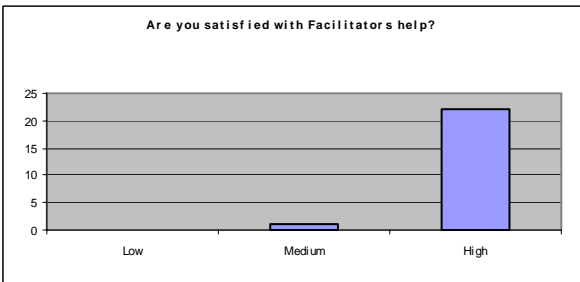
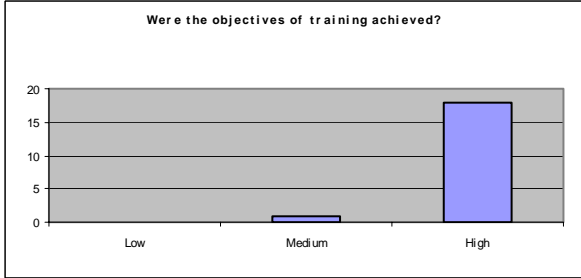
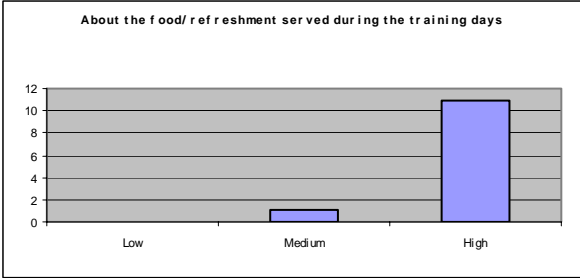
1. Train a larger group of people (109 identified for Orientation to computers, and 92 identified for MS Office) in basic areas like **Word, Excel, Power Point, Email and Internet browsing**. Before the start of these modules trainees can be given **orientation to computers** in terms of basic hardware and operating system software but a separate module is not required for this particular sub theme.

2. Train the **core group** in **Database Management** and **Networking**. Unfortunately the core support group housed in FATA computer cell was overlooked during the formal assessment process. This group is actually responsible for networking and is taking care of the ADP software based on MS SQL server that was developed at a huge expense.

This particular core group along with a few others who have expressed the need can be trained in Databases (**MS Access & SQL Server**) and **Networking**.

## Annex-VIII Training Evaluation





## Annex 2

# **Training Module on Community Participation and Gender Sensitization for Maliks, Jirga Masher and Public Representatives in FATA**

### **Introduction:**

Federally Administered Tribal Areas (FATA) lag far behind in almost all development sectors. The low social indicators for FATA (0 to 6% female literacy rate, two third of the population living below the poverty line and pathetic status of tribal women, for example) reflect this dismal situation. As a part of Government's reforms agenda to bring FATA at par with the settled areas of Pakistan, beside measures like the establishment of Agency Councils, the government under the TA- 4295 requested the ADB for technical assistance for capacity building of key stakeholders in FATA.

Achieving broad distribution of project benefits requires that implementing agencies adhere to **regular consultation with beneficiaries to reinforce the message of broad participation backed up by a programme of regular monitoring.** Accomplished from the earliest stage, and as part of the project design, this need not be a source of conflict or misunderstanding within tribal groups. The report further observes that staff of Government Line Departments / Agencies tend to work in isolation and have neither experience of working in a participatory manner with communities nor of working to reduce poverty.

For effective capacity building training needs assessment (TNA) was conducted identifying main training needs and themes. Gender awareness and sensitization and Community Participation have emerged as important training areas as a result of the TNA.

All important stakeholders such as the line departments staff at the agency level, the Governor's FATA secretariat staff, CWOs, Maliks, and Jirga Masher working in FATA, and the agency councilors, both male and female, were identified to be lacking the understanding and awareness regarding the interdependence of men and women in life in general and in the developmental processes in their area in specific.

In addition, urgency is felt for the agency councilors as public representatives to realize that no developmental program could be successful and sustainable if the vast majority of ordinary tribal men and women in their own constituencies are excluded from planning and implementation levels in the developmental projects. No matter how big a program is monetary and physical infrastructure wise, this won't make it sustainable unless the target group owns it and is involved in it. Therefore, training should help the participants to reflect on their existing beliefs and practices and also to frame the needed changed attitude and behavior towards participatory development.

Civil Society organizations, the CWOs (Community Welfare Organizations) are playing an important role in taking forward the agenda of poor people all over the developing countries. They are seen as agents of change. However, the role of

CWOs has yet to be recognized in an extremely conservative rigid patriarchal tribal society where very few credible Organizations exist. Their out reach is limited and they lack capacity in many areas especially gender sensitivity and poverty reduction strategies.

The following training module is mainly designed for the agency councilors and the CWOs either already present in FATA or are intending to work there. The training sessions are mainly related to the subjects of gender sensitization in the context of interdependence of men and women causes of underdevelopment in FATA, community participation, enhanced role of agency councilors CWOs in participatory development in FATA.

**Training workshop on Gender & community participation for Jirga Masharan, maliks, public representatives and community welfare organizations of FATA was held on 12/09/2006 at Grand Hotel University Road, Peshawar.**

For effective capacity building gender awareness and community participation were noted to be the most important issues. Women & men are interdependent and every development process must take the needs & priorities of both into account through direct consultation, otherwise the objective of development cannot be met. No matter how big a project is money & infrastructure wise it will not be a success or sustainable if the vast majority of ordinary tribal men & in particular women in their areas were excluded. Another thing, the target group should own it & should be particularly involved in it. The main purpose of this training was to change their attitude and behaviors toward participatory development.

The programme started at 8.00am round about 70 men attended the training workshop.

I made them understand the concept of Gender. I gave them different examples like Men and women have many things in common except that women can produce children but men can't. There was also a group discussion between the participants. Gender equality doesn't simply mean equal number of men & women or boys and girls participating in all activities. It means that men and women enjoy equal "recognition & status" within a society. It doesn't mean again that men and women are the same, but their similarities and differences are recognized and equally valued. It means that men and women experience equal conditions for realizing their full human potential, have the opportunity to participate, contribute to and benefit equally from national, political, economic, social & cultural development. Through Gender participation women of T.T can get the confidence to come out with their best. This needs training & knowledge – poverty will be reduced & income will automatically increase. Government seriously works to improve your life style & broaden your vision by providing different opportunities. For effective capacity building gender awareness was noted to be the most important thing. Gender participation is both a critical human rights issue & is an essential requirement for efficient, effective & sustainable development.

Often the Leaders & Maliks from T.T came out with their grievances though they were thankful to the Govt & ADB for arranging this training program. But as far as the education of girls was concerned, the land donated by the Malik is generally of least value and most often located far away from the village & therefore inaccessible &

unsafe especially for poverty ridden people. Such schools consequently have little impact on the increase in enrollment and therefore on female literacy rates for obvious reasons. Secondly, they admitted the fact that rivalry is another important issue, which doesn't allow any project to be completed.

My suggestion and observation are as follow: -

1. In the training programme there were no ladies participants. They should be encouraged to come and attend these programmes. This is how they can come to know about their worth.
2. Best of the facilities should be provided to the women for improving their skills.
3. Very high salaries should be given to the teachers working there and to the staff.
4. Their confidence should be built up by taking a few educated women of that area for a short visit to foreign countries.
5. The Community must participant in decision-making in all development projects for a successful end.

The conclusion that I draw from the training programme and what the Mashran and Maliks said is that they are not as bad as they are thought to be. Money matters a lot. Only if they are taken into confidence and sincere efforts are made for their betterment they can prove to be much better than many of us who are living in the so called civilized and educated societies. Give these people education and awareness.

### Annex 3

#### Training Participants and Training Modules

Training Module Number	Number of identified participants	Level	Number of Days	Subject	Remarks
T-3	25	GS-1	1	Planning and Monitoring	For senior decision makers at FS level
T-4	30	GS-2	3	Planning, Monitoring and Financial Management	For the second tier of FS level officials
T-5	15	GS-3	5	Financial Management	FS level Financial Management officials
T-6	10	GS	5	ICT	Computer related staff of GS
T-7	26	GS	4	ICT	Computer related staff of GS
T-9	31	TLA-1 Agency Level	2	Planning Monitoring and Financial Management	Field level staff of the three Tribal Agencies
T-10	41	TLA-2	4	Planning Monitoring and Financial Management	Field level staff of the three tribal agencies
T-12	14	TLA	3	Financial Management	Finance related staff of the 7 tribal agencies
T-13	9	NGOs/CBOs	NA	Gender sensitization	From the three tribal agencies
T-14	19	Maliks and local leaders	NA	Gender sensitization	From three tribal agencies. No elected local councilor identified

#### **Annex 4**

TA no. - country: title: -4295-PAK Capacity Building for Rural Development of FATA

#### **Certificate of turnover/disposal of TA equipment and vehicles**

Date: \_\_\_27 February 2007.

This is to certify that the equipment and vehicles listed below were turned over to the recipient government/agency or disposed of in accordance with ADB's instructions.

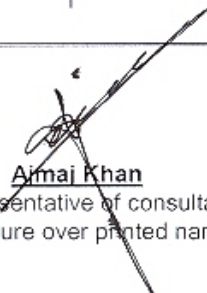
S.NO.	ITEM/DESCRIPTION	QUANTITY / UNIT
1.	Computer Set P-IV View Sonic	1
2.	Printer with Toner B/W HP-1200	1
3.	Color Printer HP DeskJet 3325	1
4.	Photostat Machine with toner Konica 3240/MR-0095422	1
5.	Universal Stabilizer A-70, 7000 Watt	1
6.	Air Conditioner National	1
7.	Computer Table	1
8.	Office Table with Glass & Green Cloth	1
9.	Table small (Tapi)	1
10.	Visitors chair	08
11.	Side Rack	1
12.	Telephone Set	02
13.	Wall Fan	02
14.	Wall Clock	1
15.	Curtain (Pardas)	Complete
16.	Panasonic Fax, Model # KX-FT77	1
17.	Gas Heater Model # DG-787	1
18.	Main Door Keys	02
19.	Washroom Door Keys	02

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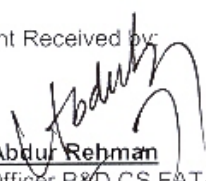
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Purchased By HTSPE Limited		
S #	ITEM/DESCRIPTION	QUANTITY / UNIT
20	HP LaserJet 3330 All-in-One.Out of order	1
21	Vacuum Cleaner Siemens Super XS-1400W	1
22	Electric Heater	1
23	Cordless Phone	1
24	Computer Chair (Revolving)	1
25	Plastic Table	1
26	Computer Key Board - Bang	1
27	Heavy Duty Stapler, KW-triO ( 50LBN)	1
28	White Board (4x8)	1
29	Tester Set	Complete
30	Punch Machine	1
31	Tape Dispenser	1
32	Secior	2
33	Stapler	1
34	Citizen 14-Digit Calculator, SDC-3824C	1
35	Clectric Kettle	1

Certified by:

  
**Armaj Khan**  
 (Representative of consultant)  
 (Signature over printed name)

Equipment Received by:

  
**Abdur Rehman**  
 (Admin Officer P&D CS FATA)  
 (Representative of recipient government/agency)  
 (Signature over printed name)  
 Date: 6/3/07

Note: Consultants normally submit this certificate with their final claims, within a week or two of completing the assignment. At the latest, you must submit this certificate within 90 days of completion if you are a consulting firm or within 60 days of completion if you are an individual consultant.

