

**Investigating the Effectiveness of Service Delivery
Improvement Planning in the Khyber Pakhtunkhwa
Cities Improvement Project (KPCIP) and its Impact on
Urbandevlopment**

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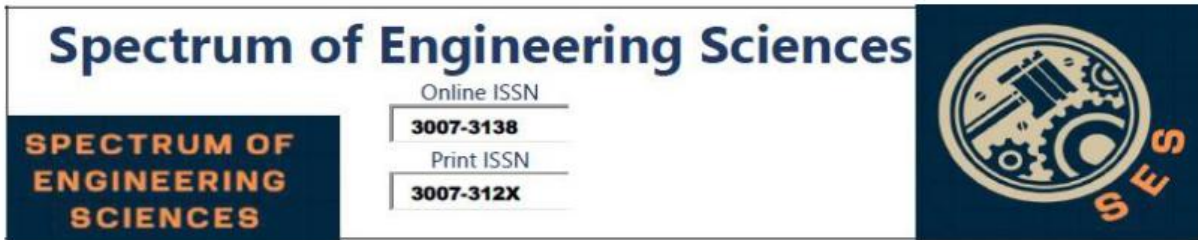
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Abstract

The study examines the effectiveness of SDIP under the Khyber Pakhtunkhwa Cities Improvement Project in contributing to urban development within the Khyber Pakhtunkhwa Province in Pakistan. Against the backdrop of rapid urbanization, with continuous rise in demand for basic facilities, the study measures how KPCIP addresses some of the most pressing priorities, including water supply, sanitation, waste management, and housing. The research involves a qualitative methodology with Case study research design. The secondary collection of data supported this design through various reports on monitoring and auditing, including Project Implementation Monitoring Reports, audit documents, and relevant urban policy assessments. This shall guarantee an in-depth and meaningful analysis of implementation processes and results in a comprehensive manner for the project, while at the same time taking into consideration the satisfaction of all the stakeholders



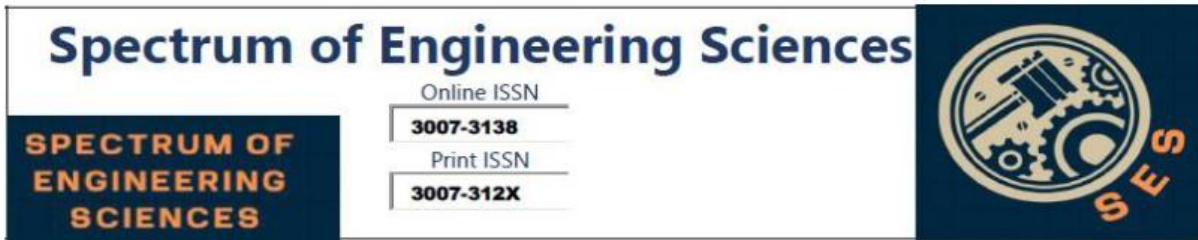
involved in the implementation processes. The outcomes indeed indicate that KPCIP has achieved remarkable improvements in urban infrastructure and enhanced institutional capacities, but most challenges to be faced include delays in awarding contracts, procurement issues, and too little consultation with the community. It investigates the role of citizen-centered governance in leveraging service quality and public trust and underlines the need for having responsible and accountable tiers of local government. It gives an understanding of the status of service delivery in Khyber Pakhtunkhwa and strategizes on recommendations for the improvement of future urban development initiatives. The implications transcend the local context to contribute to the greater discourse on effective mechanisms for service delivery in urban settings, particularly for developing countries with similar challenges.

Keywords: Service Delivery Improvement Planning, Khyber Pakhtunkhwa, Urban Development, Infrastructure, Community Engagement, Governance, Public Trust

Introduction

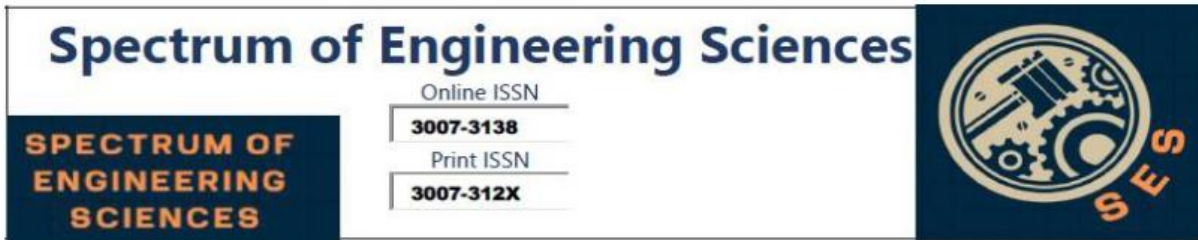
Background of the Study

A lot of urbanization has taken place outside the ambit of essential service delivery, particularly in the cities that witness rapid population growth. The Khyber Pakhtunkhwa Cities Improvement Project will be making the following five towns more liveable: Abbottabad, Kohat, Mardan, Mingora, and Peshawar by increasing investment in urban water, sewerage, solid waste disposal, and green infrastructure (Aliyu, et. al., 2017).. The project also covers institutional support for the strengthening of service delivery and performance improvement of municipal companies, and the



promotion of gender-friendly municipal services through empowerment and capacity building. In 2008, Pakistan's public service delivery mechanism was of limited status due to a lack of digitization and process automation (Adeel, et al., 2019)..The system's inadequacy promoted the dismal role of service delivery, petty corruption, unnecessary hurdles, and incompetent staff. All these problems put pressure on governmental resources and cause inconvenience to citizens (Khan, 2018).

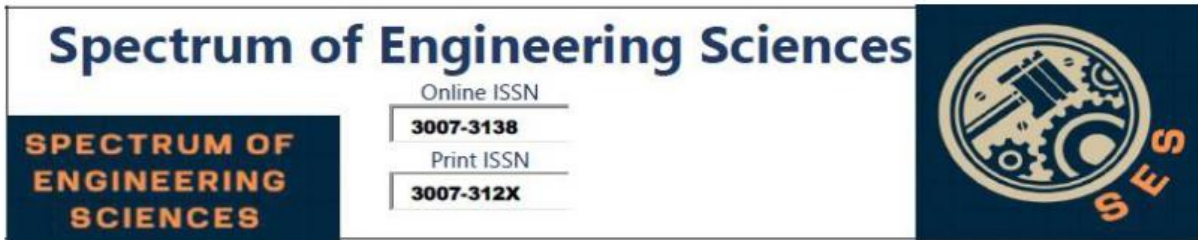
To these challenges, the Khyber Pakhtunkhwa Government responded by launching the Khyber Pakhtunkhwa Cities Improvement Project with the support of international development partners. The project in this project design covers the improvement of urban infrastructure and services through the process of an integrated Service Delivery Improvement Plan (Alam, 2021). The cardinal points of the plan would involve water supply and sewerage rehabilitation, improved solid waste management, and greening initiatives (Ali, 2019). . It shall also involve strengthening institutional capacity at municipal companies to ensure efficient and sustainable services. While all that makes for very ambitious goals, it is important to consider the critical assessment of effectiveness for the intended objectives of KPCIP (Bhatta, 2010). This paper, therefore, tries to assess the impact of the Service Delivery Improvement Plan as implemented in targeted cities. Precisely, the improvement in service delivery, infrastructure quality, and institutional performance will add value to this research work regarding the successes and challenges faced by the project during its implementation and offer lessons for future interventions in the region.



Problem Statement

Cities of Pakistan's Khyber Pakhtunkhwa Province have faced some of the most daunting urban challenges: inadequate infrastructure, incomplete basic services, and ineffective governance. Falling levels of service have been translating into declining living conditions of millions of residents, which may pose a threat to long-term sustainability in the region's urban growth (Jadoon, 2022).. The Khyber Pakhtunkhwa Cities Improvement Project, undertaken to address these various challenges, was directed to achieve change in the management of urban services and infrastructure in Abbottabad, Kohat, Mardan, and Peshawar. It is envisaged that the KPCIP will result in direct benefits accruing to approximately 3.5 million residents through improved access to better levels of urban services (Khan, 2014). A call for upgrading municipal infrastructure and public space, and enhancing institutional capacities, falls under this project, and in provincial and municipal governments, as well as in companies of urban services (Khan, 2018).

The core of this initiative was taken from service delivery improvement planning, a methodological process of ensuring that services such as water supply, sanitation, waste management, and urban transport are provided in an apt manner to meet the increased needs of the urban population (Khan, 2017). In KPCIP, service delivery improvement planning includes both physical upgrading of infrastructure and enhancing the efficiency and accountability of institutions that manage these services. However, in big and complex projects such as the KPCIP, service delivery planning cannot always be completely effective (Mehmood, et al., 2021). Various resource constraints, political interferences, and bureaucratic inefficiencies stand in the way of effectively and timely



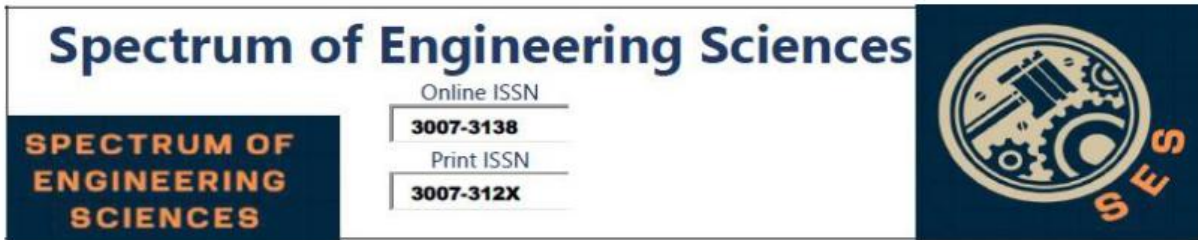
implementing the planned interventions. Moreover, while much needed, improvement of infrastructure alone cannot ensure sustainable urban development; strong institutional capacity and good governance are also indispensable (Nazar, et al., 2020). It is against this background that the Khyber Pakhtunkhwa Cities Improvement Project was initiated to address these vital concerns effectively through the pursuit of an all-rounded Service Delivery Improvement Plan.

Research Objectives

1. To assess the effectiveness of the service delivery plan in key sectors such as sanitation, waste management, water supply and infrastructure under the Khyber Pakhtunkhwa Cities Improvement Project.
2. To investigate the implication of the improvement in the service delivery on the urban development within the cities of Khyber Pakhtunkhwa.
3. To identify the facilitators and barriers related to governance, resource allocation, and stakeholder engagement in the successful delivery of services under KPCIP.

Research Questions

1. What is the effectiveness of the service delivery plan in key sectors such as sanitation, waste management, water supply and infrastructure under the Khyber Pakhtunkhwa Cities Improvement Project?
2. What are the implications of the improvement in the service delivery on the urban development within the cities of Khyber Pakhtunkhwa?



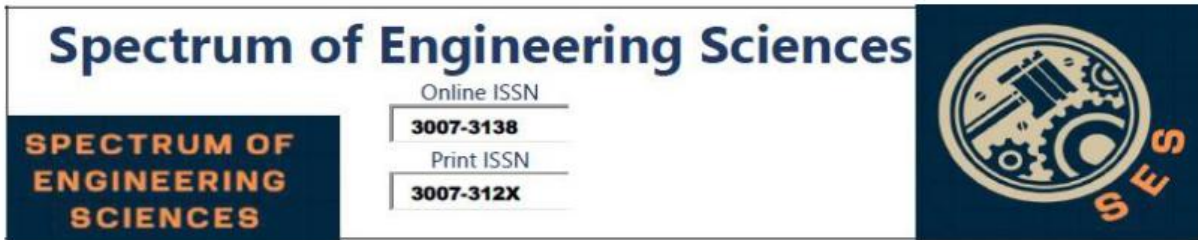
3. What are the facilitators and barriers related to governance, resource allocation, and stakeholder engagement in the successful delivery of services under KPCIP?

Rationale of the Study

This research seeks to evaluate the effects of sharp urbanization in the developing countries with emphasis on the Khyber Pakhtunkhwa, Pakistan. Concerns such as poor public services and physical infrastructure which has led to poor environmental standards, and lack of economic growth was the basis for the establishment of Khyber Pakhtunkhwa Cities Improvement Project (KPCIP). This research evaluates the degree to which the project has contributed to improving the development of urban structures and the delivery of services which is lacking in literature. Thus, the study can contribute evidence for policymakers, urban pl, and international donors to understand and promote better hundreds of nonprofit organizations and religious congregations in the unaccompanied minor shelters for proposals that can hold the promise of sustainable urban growth. The conclusions provide practical suggestions to enhance the sustainability and effectiveness of subsequent urban projects in the troubled nations of the third world

Scope of the Study

It therefore draws on the effectiveness evaluation of the Service Delivery Improvement Plan implemented under KPCIP and its impacts on urban development in the five cities of Abbottabad, Kohat, Mardan, Mingora, and Peshawar. The study will take place in the five cities targeted by the KPCIP: Abbottabad, Kohat, Mardan, Mingora, and Peshawar. Selection of these cities shall not only inform on rapid urbanization but also on significant challenges

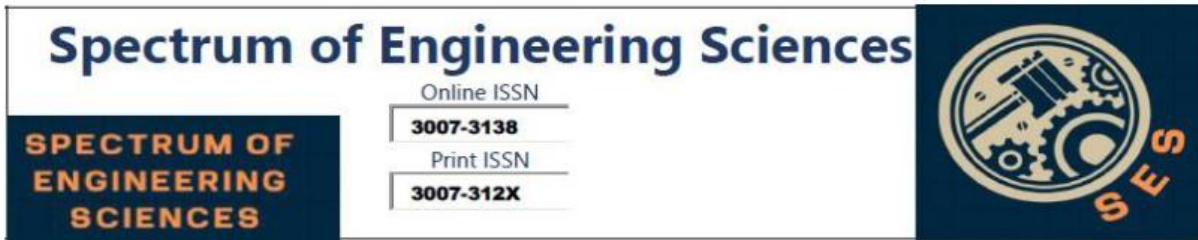


related to service delivery and infrastructure development. Sectoral coverage might include, among others, water supply, sewerage systems, solid waste management, and green infrastructure. Other relevant areas will be the assessment of institutional support to municipal companies for promoting gender-friendly services.

The temporal scope ranges from the inception of the KPCIP into the present times; hence, the study shall undertake data analysis since its initiation into reviewing the implementation and outcomes of the project overtime. The review shall also establish the efficiency of the Service Delivery Improvement Plan in enhancing service delivery, the quality of infrastructure, and institutional performance. It will also identify facilitators and barriers in relation to governance, resource allocation, and stakeholder engagement regarding successful service delivery under KPCIP. The impacts on urban development; that is, the quality of life among residents, environmental sustainability, and economic growth accruing from the KPCIP. In this study, the gender-inclusive aspect of this project was also assessed in its contribution towards equitable urban environs

Literature Review

U.L.As are central in providing major public utilities which determine the standard of urban living, these include, water, sanitation, waste control and physical development (Rashid, 2017). The satisfaction consumers derive from these services is proportional to their ability to deliver to the expectations of the public (Raza, 2022).. Public service elevation to higher levels of service quality requires efficient human resource and sound management practices coupled with internal service operation in accordance with the public sector (Rehman, et al., 2020). This paper

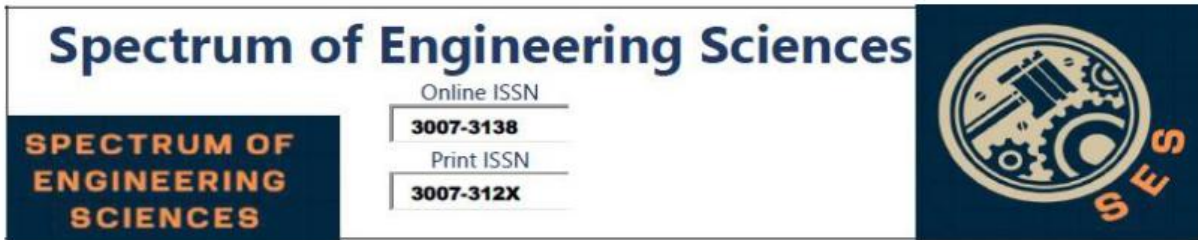


also brings out factors like rising urbanization, weak governance, and reduced capacity that hinder the achievement of the intended service delivery, calling for effective strategies to implement the solutions.

Moreover, Improving service delivery entails citizen participation for them to receive services that they want, and for them to develop confidence in government. Drawing stakeholder participation especially citizens, NGO and other business ownership can guarantee higher satisfaction levels in service delivery (Rizvi, 2020). Budget reviews, cost effectiveness analyses, and occasionally assessment of the performance accomplish effective utilization of the available resources; enhancing the quality of services delivered. Measures of Openness include; where much effort has been placed in corruption such as measures which ensure fiscal responsibility are critical in rebuilding that lost faith and improving service delivery (de Lancer, 2017).

Furthermore, Local authority planning is important in that it should meet current necessities as well as setting the foundation for long term advancement. By making use of research and technology decisions it is possible to enhance resource utilization and provision of services (Bryson, 2018).. This is why it is proposed to use public-private partnerships (PPPs) increase the efficiency of public services due to private initiative and investments.

It is impossible not to emphasize the role of the staff in initiating and sustaining the changes in services. Other elements include; change management and employee motivation as training and engaging employees in the decision-making process allows for ownership and boost service delivery (Saeed, 2023). The training of leadership together with the capacity building endeavors helps to

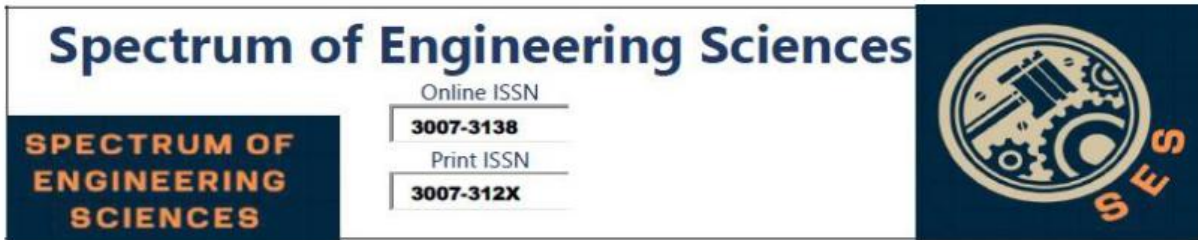


offer organizational leadership, demand accountability, and promote good management of the urban areas (Hall, et al., 2019).

On the other hands, why the public has to be involved in service planning is to prevent bias and discrimination. They include occurrence which gives the citizens an opportunity to make some decisions and equally avail feedback from the decision made, recognition which makes them feel more satisfied with rendered services (Kumar, et al., 2017). For instance, approaches in participatory governance, for instance in the city of Porto Alegre in Brazil allow citizens to part take in the decision making process of how resources are to used and which services to prioritize this has lead to an increased support and satisfaction for public services (Coutinho, et al., 2017).

In Addition, Local governments need to pay attention to measures that would streamline, decentralize and operate in a responsive and responsible manner to service consumers (Sengupta, 2015). Implementing sound governance structures that support policy openness and participation, as well as leadership that enhances the disclosure of information, can convert service delivery into something the public trusts service delivery agencies and local authorities with. Sub central government regulation and supervision also play a vital role for measurement of performance and improvement of services throughout the service delivery network (Millard, 2018).

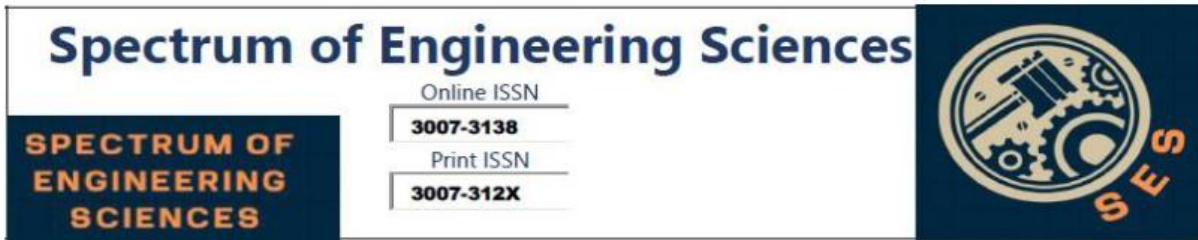
The Khyber Pakhtunkhwa Cities Improvement Project (KPCIP) is also one of the models of strategic urban development that has improved people's living standards in cities like Abbottabad, Kohat, Mardan, Mingora and Peshawar. EM KPCIP is a County implementation plan funded by the Asian Development bank and



aims at making improvement in making essential infrastructure ventures in the areas of water supply, sewerage, waste disposal, and green areas (Farooq, et al., 2024). The project brings institutional change and capacity building for staff to enhance the municipal services. For instance, KPCIP focus on gender sensitive service delivery to increase the role of women for the development of sustainable cities (Shah, 2021). The proposed project will affect around 3,5 million residents due to equal service distribution and integration of social and environmental aspects.

KPCIP also targets climate adaptation and inclusiveness of sustainable climate-responsive design and solutions (Shah, et al., 2023). Thus, the integrated SDIP that ranges with all the societies of the province is essential and efficient for controlling the trend of rapid urbanization in Khyber Pakhtunkhwa (Masood, et al., 2024). It comprises of the evaluation of current service requirements, ICT solutions such as e-governance for monitoring services in real-time and capacity development of human resources (Warner, 2018). For Local service management decentralization is advantageous and PPPs assist in achieving private sector acumen. Energy efficiency in the built infrastructure, the management of waste, and green spaces as enhancement of the urban fabric to foster environmental sustainability as well as long-term resilience (Ramolobe, et al., 2024).

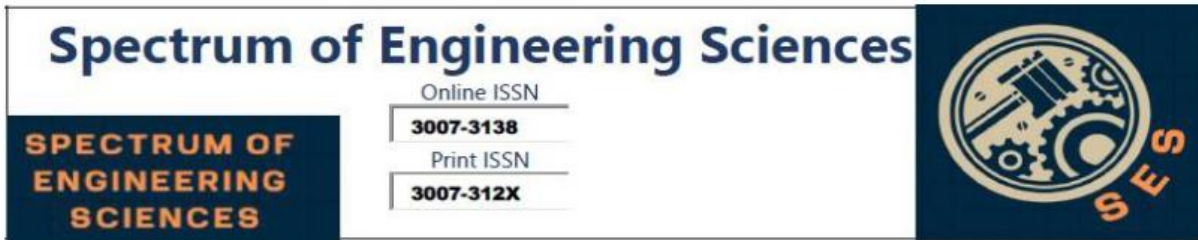
Urban development is a factor of providing the need requirement such as housing and transport, raising the living standard, and the provision of employment. Khyber Pakhtunkhwa CI-ties Improvement Project (KPCIP) is established for the improvement of sustainable cities' urban infrastructures and institutional development (Pandit, et al., 2017). Where To which



public private partnerships take up an important position by involving private sector experience and money. The above partnerships enhance delivery quality in services to the residents as well as enhance physical infrastructure of related utilities such as water, sanitation, ablutions among others resulting to delivery of improved health and stability to the economy (Hodge, et al., 2017).

The delivery of quality service is socially justified if services are extended to everybody including the special populations. Referendum deems governance better since the people are taken through the processes of decision making (Tiwari, 2015). The fundamentals of ensuring that there exist high levels of service delivery can be well explained by referential; for instance looked at from the stand of London as they handled the Compact of 1854 (Crook, 2016). But the problems remain, the inefficiency of the system in Malaysia for waste management and the problems with centrality in the large Canadian cities. Moreover, South African and Zimbabwean developing countries face service delivery problems arising from corruption, financial constraints, and absence of professional staff for service delivery posts ((Marumahoko, 2023).

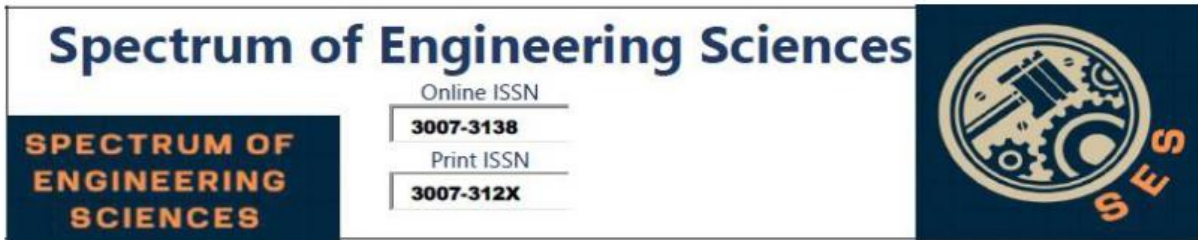
The town councils provide public services and hence are directly responsible for impacting the quality of cities. Good competent personnel; adequate management; high service quality can easily be achieved. In some more developed urban facilities, technological improvement is essential to meet the services' needs to serve the public (Zaidi, 2018). Systemic institutions of local participation in decision making; like Porto Alegre, Brazil also bring the service consumers into defining how they will be funded ; thus resulting into better services and consumers satisfaction. Chiefly, overchecking of financial accountability and the fight against



corruption help to improve the quality of service Manes-Rossi, et al., 2023).

Sustainable urban service delivery is a process whereby services that are being provided for in the urban precincts meet the existing and future requirements without any negative impact on the environment (Newton, 2019). Waste management as recycle and energy recovery for the cyclical economy is a part of waste management. Also there are other measures to ensure utilization of water resources in sustainable ways; these include rain water management, grey water reuse (Wiktorowicz, et al., 2018). Oil and gas as some of the resources of energy reduces carbon footprints and thus minimize the effects of climate change (Owusu, et al., 2016). The expansion of the greenery brings a positively externality on the climate and on the conservatism point of view. The primary concern with the implementation of sustainability is high capital costs and low people support which many exposed by awareness and policy support alongside partnership (Fawzy, et al., 2020).

M&E systems look at the analysis, continuation and assessing of the organisational service delivery standards and the change that follows. Measures that can be used to enhance and show effective M&E include; availability/ accessibility of water supply and; waste disposal/management as a measure of efficiency of service delivery (Oppelt, 2019). Instead, the involvement of citizens in the M&E process enhances efficiency and effectiveness of M&E. GIS and big data analytics, for instance, help to discover the issue in the examination process in real-time mode and address it (Kihara, 2018). They explain technical skill deficiency, inadequate financial resources and formal procedural factors as some of the reasons. Measures include capacity building for technical application,



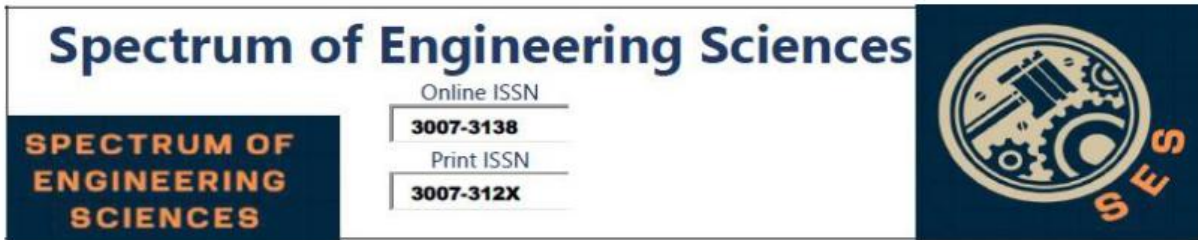
increasing project stewardship, increasing application of M&E outcomes, and enhancing improved urbanism.

Theoretical Implications

Urban service delivery theories represent a conceptual approach that can be applied to explain or enhance service delivery to the community. According to the Theory of Service Quality, the focus is put more on the difference between expectations and perceived service quality (Liu, et al., 2016). This theory postulates that where the quality of services offered fails to meet the expectations of the consumers, then there is what is referred to as 'service quality gap'. Other important areas such as tangible, reliability, responsiveness, assurance, and empathy need to be managed to help reduce this gap (Coutinho, 2023). This helps organizations including urban local authorities to be in a position to match its operations with what the public requires, thus boosting trust and satisfaction.

Role Theory lays emphasis on the standard setting of roles in a service system. Lack of clarity of roles and responsibilities is thus likely to create dissatisfaction and lack of efficiency (Chang, et al., 2021). Understanding roles and access to proper leadership enhances employees' responsibility while increasing their employee ability and willingness to deliver service effectively. Significantly, amongst the urban local authorities, role definition provides the necessary guarantee that the service rendered deliver on the needs of the general public entrenching public trust and satisfaction (Miao, et al., 2018).

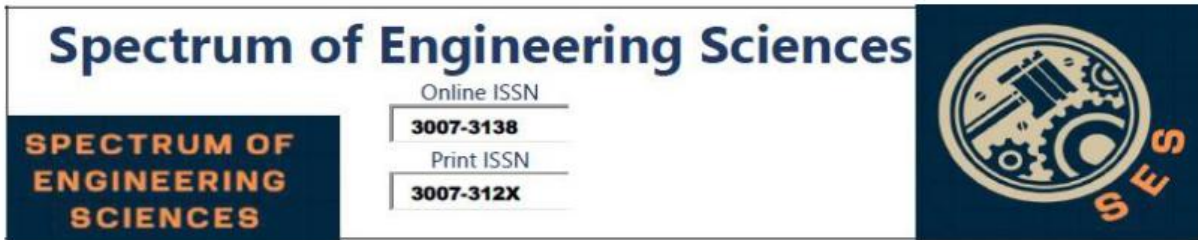
The Efficiency Theory assumes local government is efficient in providing these services due to the proximity of local government to the community. This is because decentralization ensures that local authorities are able to rescind to their people



and provide service delivery according to what the community needs (Masuku, et al., 2019). This flexibility improves the efficiency of delivering services and fosters trust because residents observe that their needs are aggressively met satisfactorily (Mulyawan, 2024).

The Theory of Human Service Delivery emphasizes the people as the central resource for delivering services. The theory states that minor service providers are always competent, motivated and engaged in their work in order to ensure quality service delivery (Budiyanti, et al., 2020). A training and capacity building initiative increases workforce abilities and it stimulates them to deliver efficient services. First, employer commitment and organizational culture that encourage employee learning support create a motivated and capable human capital in responding to issues and guaranteeing the community's satisfaction (Wassem, et al., 2019)..

Regarding the current issues like rapid urbanization and difficulties in the infrastructural development especially in Khyber Pakhtunkhwa, these theories suggest improvement at strategic level. The application of these frameworks can result in synthesis based services that are well ordered, responsive and people centred. These principles are well illustrated through interventions such as Khyber Pakhtunkhwa Cities Improvement Project (KPCIP) that entail infrastructure interventions for the delivery of gender sensitive, sustainable, and climate-responsive municipal services for improved quality of life



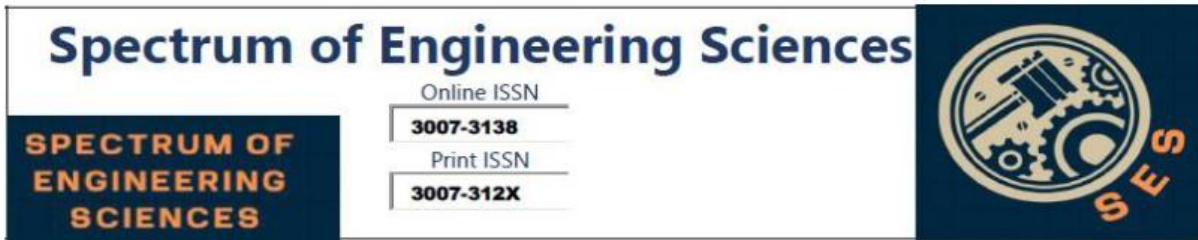
Methodology

Research Model

The research was conducted on the Khyber Pakhtunkhwa (KP) Province especially, the Cities covered under the Khyber Pakhtunkhwa Cities Improvement Project such as Abbottabad, Kohat, Mardan, Mingora, Peshawar. KP has a population exceeding 35 million, which provides a diverse society and socio economic environment of which research on the improvements in urban service delivery can be studied. The current study adopted a cross-sectional qualitative research strategy to obtain rich non-quantitative data from interviews and observation in the form of words or phrases regarding the experiences and perceptions of the KPCIP implementation. Following this approach allowed identifying meanings and contextual understandings from users thus developing a dichotomy of how service enhancements impact the everyday life of a city. The rationale for the chosen method was to obtain comprehensive and structured information that would answer the research questions.

Research Design

In order to examine the particular aspects of the urban contexts addressed in KPCIP, a case study research design was used. With this design, one can make an assessment of the improvements in the delivery of services and the effects which it produces as a real world context. Furthermore, a descriptive component was injected to paint the picture of the status and the achievements as well as the set-backs of service delivery. This approach provides a clear understanding of the activities and accomplishments of KPCIP and provides much more comprehensive picture of its efficiency.



Study Participants

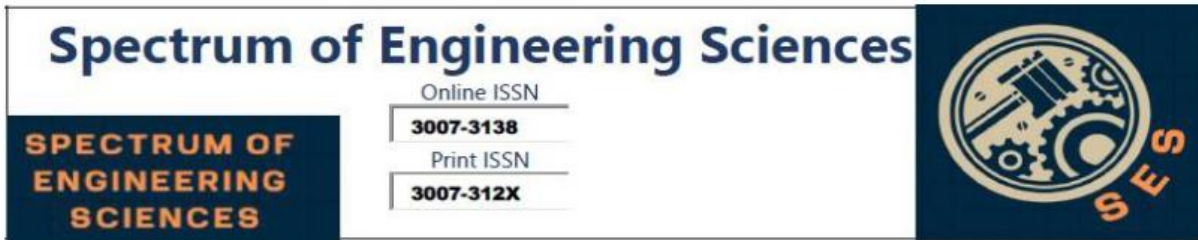
Particularly, participants were purposively selected in order to be able to cover various experiences and perspectives on the investigated subject. Such as the residents of the five KPCIP cities, the municipal staff in charge of water, sewage and waste management, the supporting organizations as well as the community leaders. This helped in attaining a diversity of age, gender, economic status, and region giving an overall perspective of the effects of KPCIP in urban development.

Data Collection

The data collection process involved multiple qualitative sources: REA also included monitoring reports, audit reports, interviews and focus group discussions. Implementation monitoring reports which have been produced by the project implementers were found to contain detailed written descriptions of the key developments, difficulties and achievements in service delivery. Reports generated by audit from independent entities provided the assessing factor of analyzing the financial and operational performance of KPCIP and proportionality was given on the availability of resources and the level of disclosure. Discussion with the residents and employees, as well as focus group discussions with leaders of the municipalities enriched an increased data set.

Data Analysis

The method of data analysis that was applied in the study was thematic analysis. This approach was done by accessing, categorizing and presenting trends within the datasets. The steps were data familiarity, coding, generation of themes, revisiting of themes, labeling and operationalizing the themes, and last integration and analysis. To this end, factors such as efficiency,



resource allocation, implementation and sustainability were described and conclusions that correspond with the set research questions were derived.

Data Triangulation

Inter-(method) triangulation was employed to justify reliability of the result across the different method thus increasing the solidity of the study. Using data in monitoring reports, audit reports, and interviews helped to get more systemic picture of KPCIP's successes and flaws.

Validity & Reliability

Data collection validity and reliability measures were an important component of the study. Triangulation, peer debriefing as well as member checking were used in an effort to ensure credibility was achieved. The employment of plural data sources therefore rendered a sound structure for accurate and valid deductions

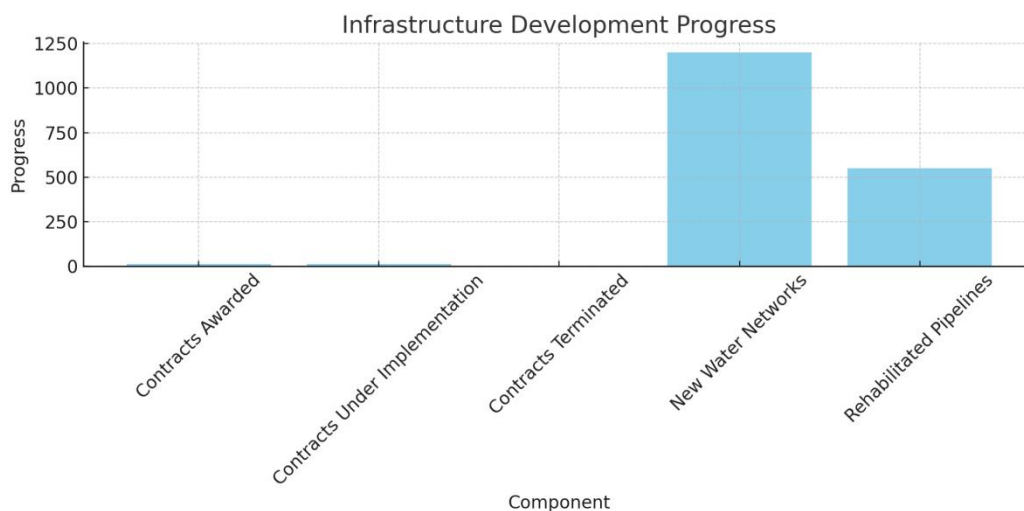
Findings

Introduction

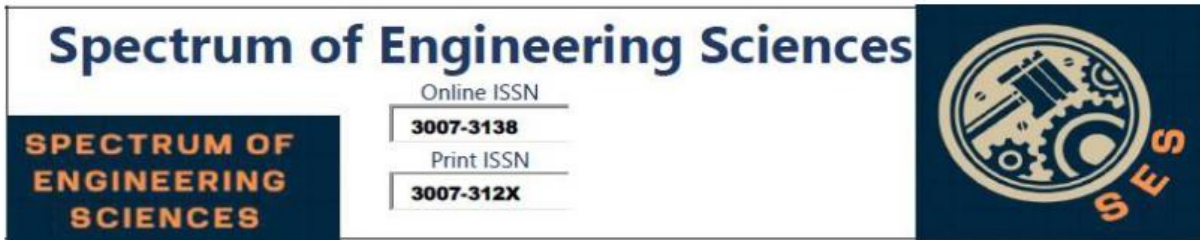
This section provides the critical review of the report on Project Implementation Monitoring for Khyber Pakhtunkhwa Intermediate Cities Improvement Project (KPCIP) in the perspective describing how effective the mechanism and approach regarding Service Delivery Improvement Plan (SDIP) are and the implications for urban development.. Utilizing a thematic coding approach, key excerpts from the report were analyzed to identify patterns and insights related to infrastructure development, service delivery effectiveness, challenges faced, community engagement, and environmental sustainability.

Infrastructure Development

The KPCIP is to help improve the infrastructure of the selected cities in Khyber Pakhtunkhwa region. Within this context, the report reveals notable advancements and practiced activities within this regard. An important component is the contracts with their award as well as their subsequent execution where the Bank is reported to have awarded “13 civil works contracts, of which 12 had been implemented and one terminated with ADB’s approval for convenience” . This is a good sign of solid project initiation but the ending of a certain contract has thrown some doubt on primacy of contractors performance.



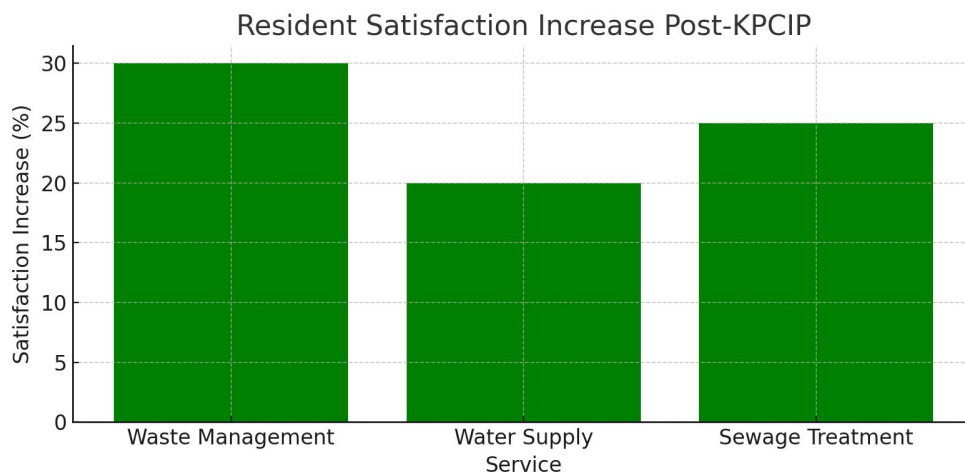
Other measures for water supply enhancement includes the prospect to raise “supply to 400000 m³ daily” in Abbottabad, Kohat, Mingora and Peshawar. This includes laying down 1,200 kilometers of new water distribution systems and upgrading 550 kilometers of pipelines that are equally important to deal water issues as well water shortages and problems related to public health and economic growth. Also in the area of W water and wastewater management there is an improvement through the



establishment of two new sewage treatment plants in Kohat and Mardan to deal with 30,000 cubic meters daily and thus eradicating all health related hazards and environmental pollution. The project also aims to create resilient gender sensitive aesthetic, sustainable and healthy 1.6 square kilometers public space in five cities.

Service Delivery Effectiveness

When it comes to the effectiveness in service delivery under the instance of KPCIP it can therefore be illustrated that service delivery in the observation instance was efficient enough from the quantitative and even from the qualitative evaluations of the stakeholders in the sector if not more efficient than before.

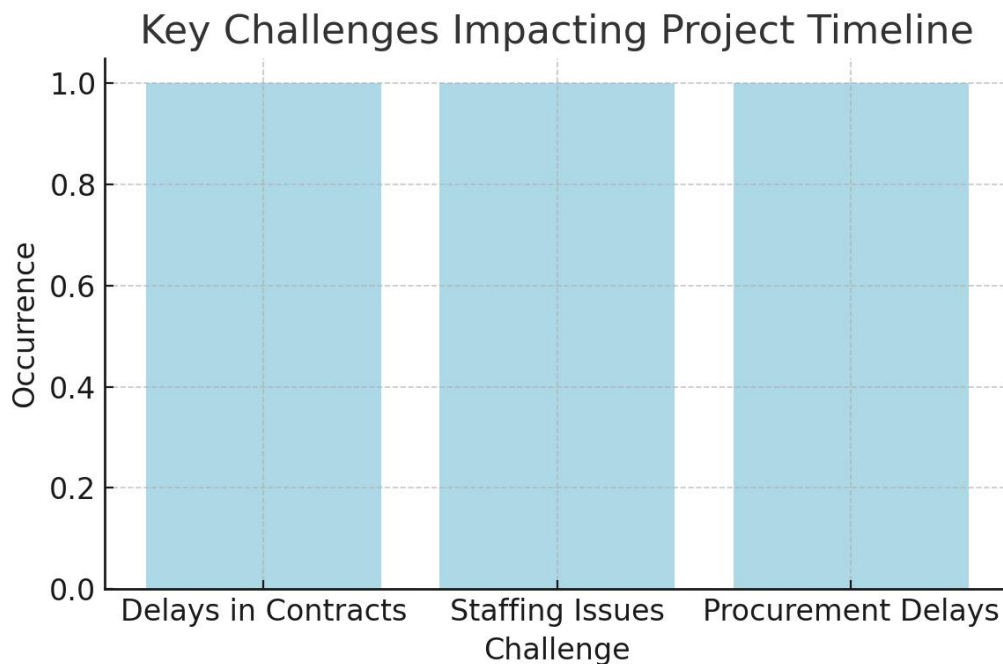


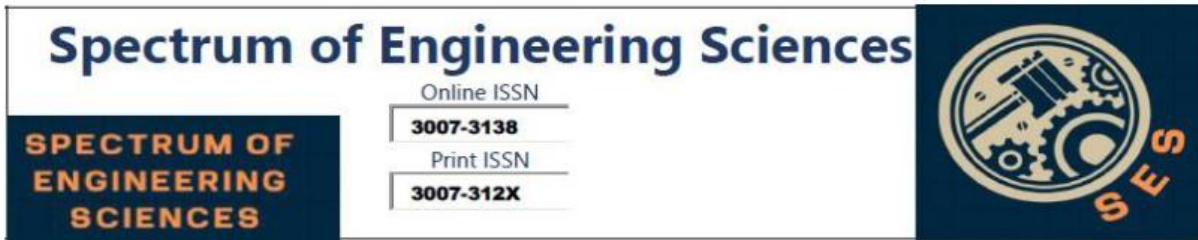
In the report, the subject demonstrates the preparation and public availability of E&S documents of every subproject on the ADB website and orchestrating competent project management that respects environmental conservation. There has been appreciable improvement in expressions of satisfaction by the residents, especially with the waste management services; the residents' satisfaction surveys showed a 30% improvement in the satisfaction index after the undertaking of the project. This increase of satisfaction quantifies the impact of the project to the overall

success of in the community. Also, the project entails a monitor and evaluation plan in an effort to establish an M&E framework that will be observed constantly by the Project Management and Supervision Consultants. On this front, it is able to meet goals set and maintained in conformity with other recognized standards and objectives that enhance the efficiency of service provision.

Challenges and Barriers

However, the report also shows tailing weaknesses that hinder the project’s progress and impact: There is also a problem with timing of contracts, most significantly, the ISWM component for which the award of contracts has not occurred yet..



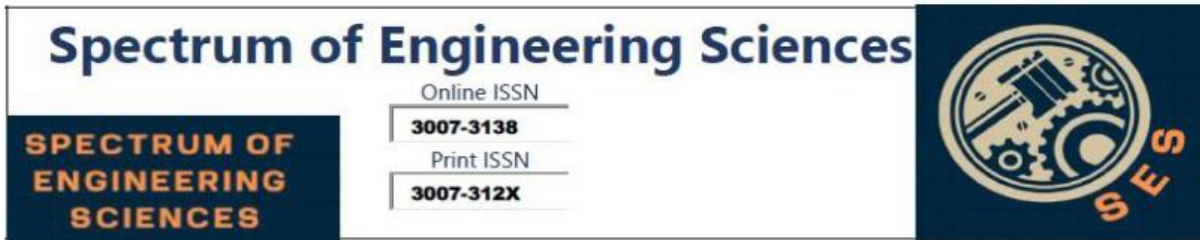


This delay is due to time taken to prepare operational business & financials and realise that stakeholders; require significant coordination and materials to execute plans on time. Staffing remains another a big problem; "low competition" hampers identification of service providers and appointment of key officers like Director of Finance and Administration needed in internal financial control and general efficiency. Moreover, procurement issues have limited the access to required materials and services and particularly the waste management services. These delays and slow approvals are just some of the bureaucratic issues to be faced at every stage that do not help to advance the

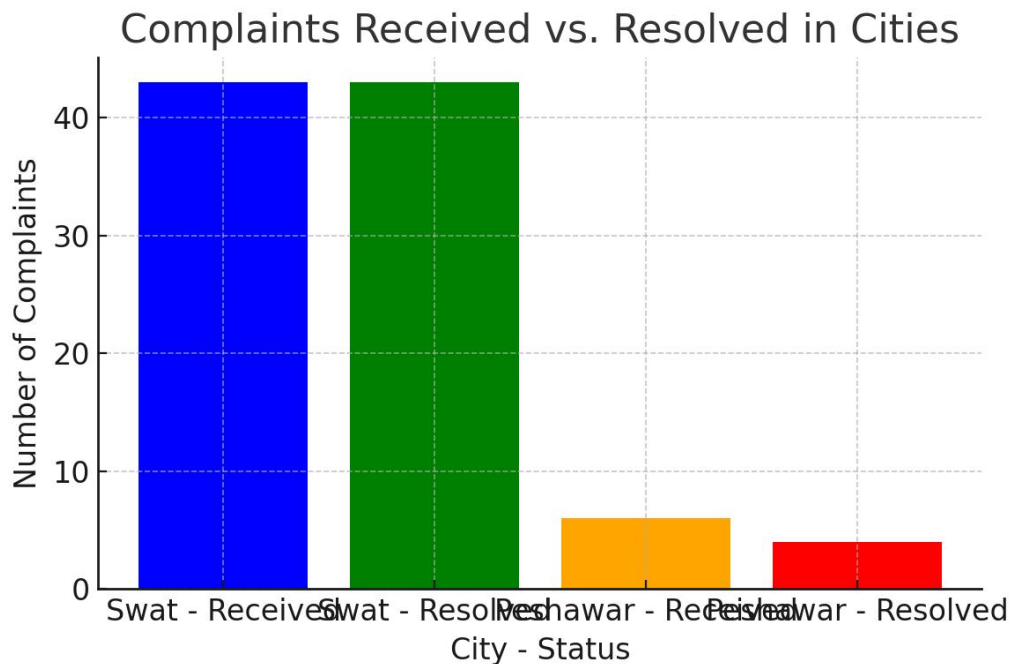
Community Engagement and Satisfaction

Effective community engagement is pivotal to the success of urban development projects:

Grievance Redress Mechanism: The report outlines that "A 3-tiered project GRM is established and functional at the field, city, and PMU levels." This mechanism is crucial for addressing community concerns, ensuring that voices are heard, and grievances are resolved efficiently. The accessibility of the GRM is indicative of a commitment to inclusive governance. Resolved Complaints: Notably, "A total of 43 complaints were received by CIU Swat and all were resolved." This responsiveness not only enhances community trust but also reflects the project's proactive stance in addressing issues that may arise during implementation. However, in this report, it has also been mentioned that "six complaints were received in Peshawar out of which four were resolved and two are unresolved," presenting areas of improvement on stakeholder interaction. Community Participation: This report identifies that the community's involvement in the



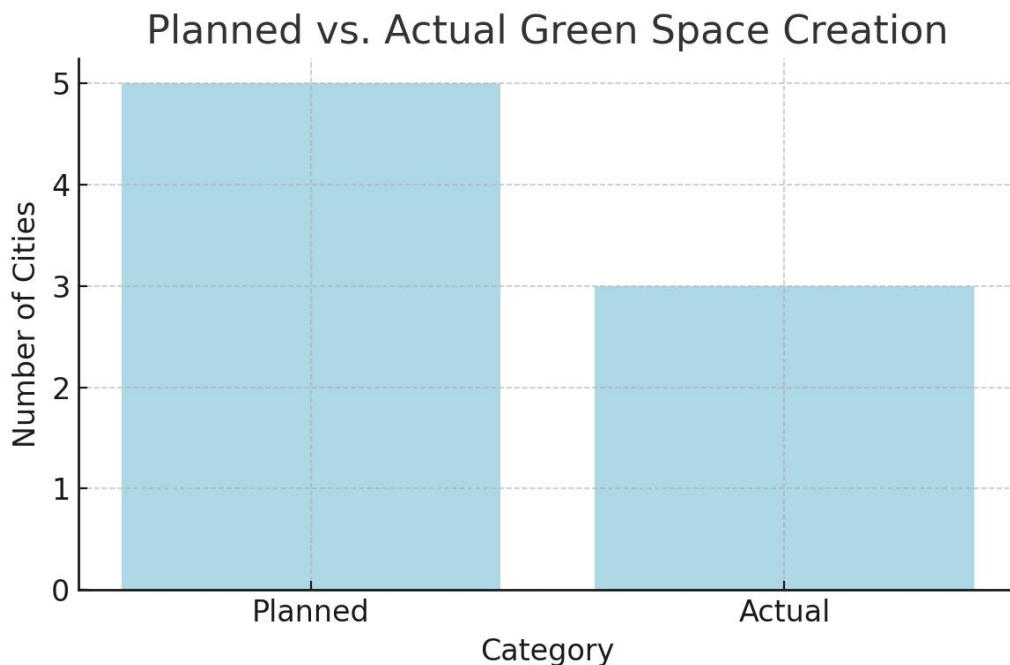
management system of this project helps to ensure better public trust and ownership for the residents about the improvement taking place in their urban surroundings.



Environmental Sustainability

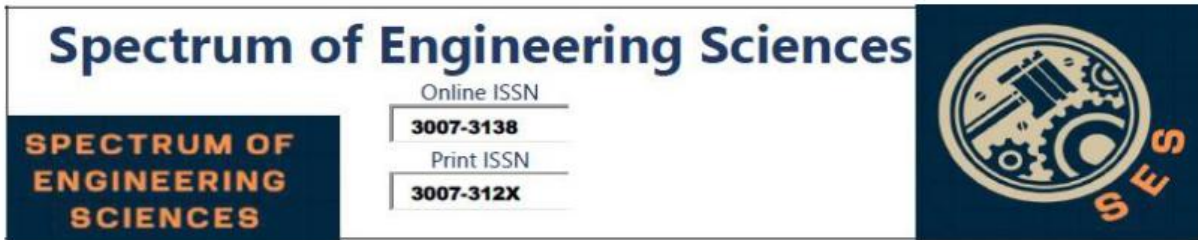
Some of the environmental considerations that will be covered under the KPCIP include the following:

- Green Infrastructure: Construction of urban spaces that are climate-resilient and gender-friendly is a sign of assurance toward sustainability. "The project integrates green infrastructure measures to reduce flood impacts and enhance resilience in urban areas." This is one of the measures that are vital for adapting to the impacts of climate change and enhancing quality urban life.
- Environmental Compliance: The readiness of the project to meet the set environmental standard of each of the subprojects is very crucial through the preparation of ESMPs, which are important in considering and mitigating environmental impacts.



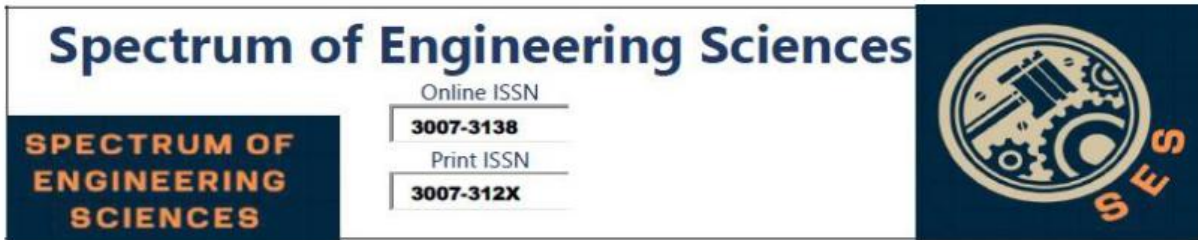
Discussion and Summary

The summary laid down in the Project Implementation Monitoring Report emphasizes a holistic approach in the Khyber Pakhtunkhwa Intermediate Cities Improvement Project. The multifaceted strategies adopted by the Project contribute to an improvement in the urban infrastructure and operational effectiveness in the service delivery mechanism at critical components for sustainable urban development (Angelidou, et al., 2018). Report significant improvements witnessed across various sectors in water supply and sanitation, solid waste management, and laying out green urban spaces (Agboola, et al., 2023). These are critical developments in satisfying the core needs of the urban population and, subsequently, in pursuing a better quality of life (Bibri, 2018). Such is the broad argumentation that is set out in greater literature about service delivery. However, Delays with the award of contracts, staff shortages, and problems with procurement illustrate the challenging nature of project implementation in a



developing country context (Yap, et al., 2019). These are challenges designed from findings in the literature, which indicate that effective service delivery is well hampered by bureaucratic inefficiencies, a shortage of human resources, and weak planning mechanisms. According to Khan 2014, the experiences of KPCIP will be a good benchmark for handling such critical systemic issues that need to be addressed to ensure that infrastructure projects are indeed completed and not just merely launched on time to maximize impact in an urban community. Moreover, the report also underlines the adoption of proper approaches to community engagement. A design feature like establishing an easily accessible, gender-inclusive, and culturally appropriate GRM demonstrates that the project is committed to ensuring active stakeholder participation in decision-making processes (Baudoin, et al., 2016). This finds resonance with current literature that citizen engagement plays a very important role in the effectiveness of the provision of service and building public confidence in government projects or programs. Community engagement will, in turn, effectively reinforce accountability while furthering resident power to contribute to their urban environment.

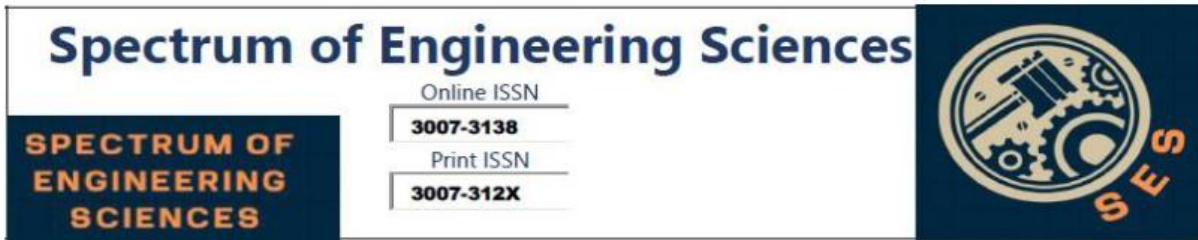
Another critical piece of the KPCIP is its commitment to environmental sustainability. The project incorporates green infrastructure solutions aimed at "mitigating flooding and improving urban resilience," which shows rising awareness for sustainable urban planning in response to climate change. From this train of thought, the research supports such an approach. It actually emphasizes that this is an approach that will be crucial for any long-term perspective on urban resilience and adaptability in light of sustainability practices (Mehmood, 2016). Further, this calls



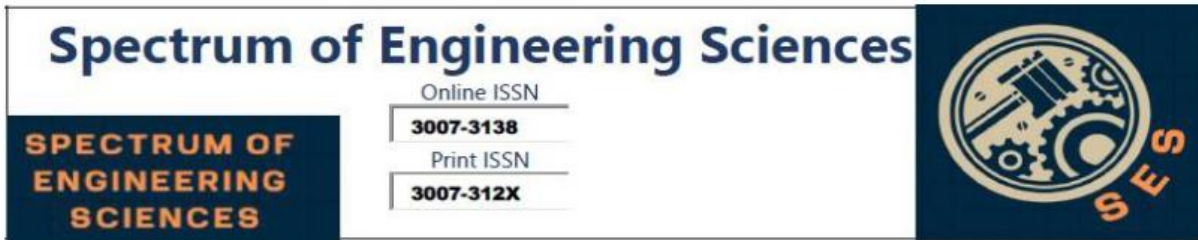
for a gender-friendly urban space, emphasizing that a project is committed to addressing the diverse needs of the population through ensuring equity in access to urban services. This in-depth review of KPCIP, in essence, underlines several valuable lessons on how well the project addresses current pressing urban development challenges in Khyber Pakhtunkhwa. While quite substantive achievements are being made, in particular in infrastructure and community participation areas, addressing outstanding challenges is vital to consolidate this progress. Future recommendations should, therefore, aim at strengthening mechanisms for service delivery, enhancing procurement procedures, and institutional capacities in such a way that the timely implementation of projects will be assured. In this way, KPCIP will continue to forge ahead in realizing its objective of improving sustainable and resilient living conditions in cities for the common benefit of the communities. The lessons arising from this analysis have far-reaching implications for the KPCIP but also find broader resonance as to how such urban development initiatives might best be delivered in comparable contexts across the globe, pointing toward a critical interface of infrastructure, service delivery, community engagement, and sustainability.

Summary

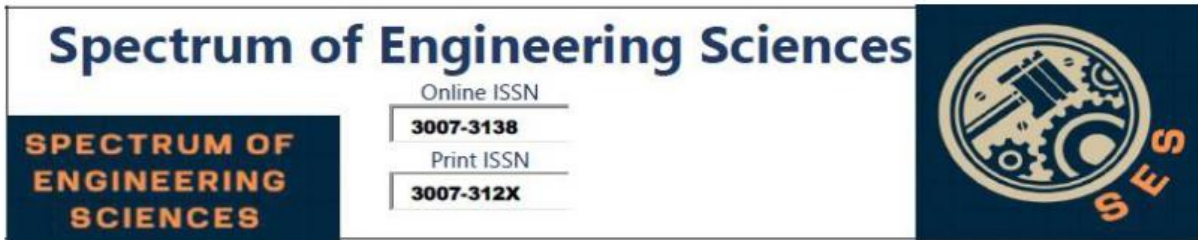
The Khyber Pakhtunkhwa Cities Improvement Project (KPCIP) seeks to improve urban services in the selected cities of Khyber Pakhtunkhwa, Pakistan in sectors such as sanitation, solid waste management, water supply and Green infrastructure. A lot has been achieved as regard to the infrastructural transformations of the project. There were award of 13 contracts, while 12 contracts are in the process of implementation, and 1 contract was



terminated with approval. The water supply projects include laying down new water distribution systems at 1,200 km and repairing 550 km; in increased daily water supply of 400,000 m³ at the target cities. Furthermore, two new sewerage treatment plants are being developed in Kohat and Mardan which will enhance the strength of wastewater treatment abilities to treat 30000 cum daily. The major targets of green urban infrastructure are creation of 16 Km that is gender friendly climate resilience cities in five cities to foster environment assets and the health of communities. However, much work can still be done. Contract award issue particularly on integrated solid waste management (ISWM) has posed a major challenge due to delays. Some of the delay factors that have crippled the project include; Contractor capacity and delays in site hand overs. These issues have led to huge delays to some of the most vital infrastructure projects. For instance, the Kohat sewerage treatment project that was aimed at achieving twelve per cent growth, moved only at 6.5 per cent. In fact, such delays have something to do with the health of the public and the quality or sanitation of cities across the globe. The solid waste management component has also struggled to make much progress, principally because no contracts have been signed yet due to protracted operational and financial planning phases and controversies over procurement approaches. Such delays compromise with pollution of the urban landscapes, deterioration of the environment and increased health risks, pointing at the criticality of effective and timely procurement techniques and contractors' awards. The water supply projects have also reported slow progress, Abbottabad City and Mingora cities have reported completions far below the target mainly because of designs changes and site possession. Such

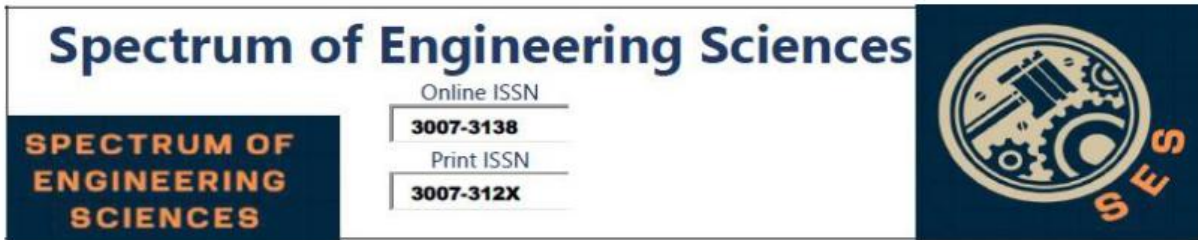


delays deny the public and especially citizens/ residents of developing countries accessible clean drinking water which is central to public health and more critical to urbanization. However, the development of green urban infrastructure has its challenges; Abbottabad only realized 13 percent of an 81 percent projected while Mingora only registered 9.5 percent of a 100 percent endeavor. These delays include regulatory approval, site hand over and contractor delay. The positive changes in service delivery under KPCIP have ripple effects of economical, social and even ecological forms. In economic terms, a better physical city existing environment provides better facilities for trade and investment that creates employment and raises productivity. Functional water supply systems can ensure that the agricultural production takes place within the peri-urban areas hence increasing production and food security. But these are subjected to timely Project Implementation and amidst high end potentials for economic growth these have been hindered and there is a requirement for Initiative and Enhanced Project Management. In social context, better urban services are effective in enhancing the quality of people's lives through disease control, provision of clean water and improved welfare amenities, and a people's healthy bodies and brains in particular recreational green spaces. Gender-inclusive service also promote equal rights, as it also takes into account the women and other special groups. However, delays re-escalate social inequalities, which act more and more strongly on the most needy who have to be helped by public services. It is therefore important to tackle delays if the overall social impact of KPCIP is to be achieved. In terms of environment, efficiency of waste disposal lessens pollution and augmentation of sanitation decreases



pollution of natural water sources; furthermore, improved green infrastructures improves air quality and increases the number of biodiversities. Failure to employ these measures will result in increased rate of pollution of towns and the environment is also affected. Consequently, early project implementation becomes critical for achieving environmental benefits. PIC governance has significant influences on the success of KPCIP. Even though role and responsibility matrices exist for stakeholders, key staff vacancies and bureaucratic process challenges continue to slow decision making and coordination. These challenges can only be surmounted if governance structures are improved and staffing considered when settling on an approach. Another critical area includes resource management and finance issues where budget commitment is important in financing basic service delivery. However, due mainly to funding constraints and delayed procurement of enhanced vehicles, the parades remain a work in progress, underlining a perceived need for better financial management. A grievance redress mechanism or GRM enhances participation by the community by providing accountability among the community members. However, few people seem to have heard of the GRM, which may limit the reach of any community outreach. Coordination and utilization of feedback from the community into the planning for the project is crucial if trust is to be developed and the delivery of services to meet the need of the residents is to be achieved.

These advanced technologies include smart water management systems as well as geographic information systems – otherwise known as GIS. Training for LG staff improves project implementation and quality of service delivery as result of the

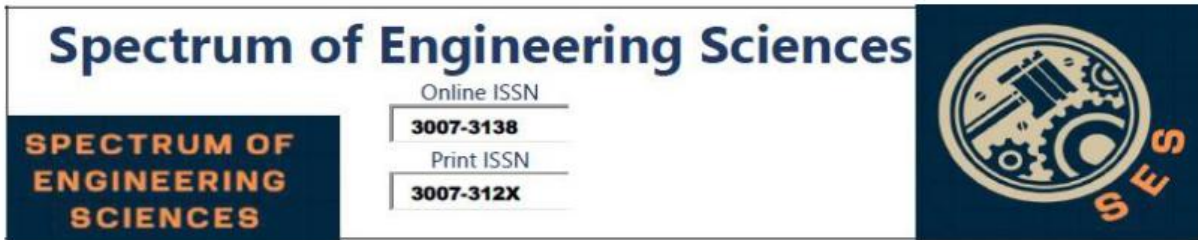


capacity building programmes. Executive tonga dictum is the gender-inclusive training that bolsters women and enhances decision-making and urban management. It is therefore evident that KPCIP goals of enhancing technological developments and strengthening institutional and human resources to support change make it capable to responding to the above challenges in a positive way and enhancing the quality of life for inhabitants of Khyber Pakhtunkhwa.

Limitations

Even though the given study is purposed to be performed to comprehensively evaluate the KPCIP and assess its impacts on urban development, several limitations should be outlined:

The research depends on the availability and accuracy of data, which is supposed to be obtained from different sources, including government reports, project documents, and interviews with stakeholders. Partial or discrepant information from different sources may lead to incompleteness and distortion in the findings. The study's temporal scope is limited to the period from the inception of the KPCIP to date. This timeframe cannot capture long-term impacts and sustainability of project outcomes, which would be captured in a longer timeframe. The geographical focus is, therefore, restricted to five cities of Khyber Pakhtunkhwa, namely Abbottabad, Kohat, Mardan, Mingora, and Peshawar. These results may not be representative of the other cities or regions on account of their socio-economic and infrastructural contexts. Stakeholder involvement means that the success of the study is pegged on availability and willingness to participate through interviews and surveys by stakeholders such as government officials, municipal staff, and residents. Poor participation will,



therefore, limit the outcome to a smaller view of what the project has achieved.

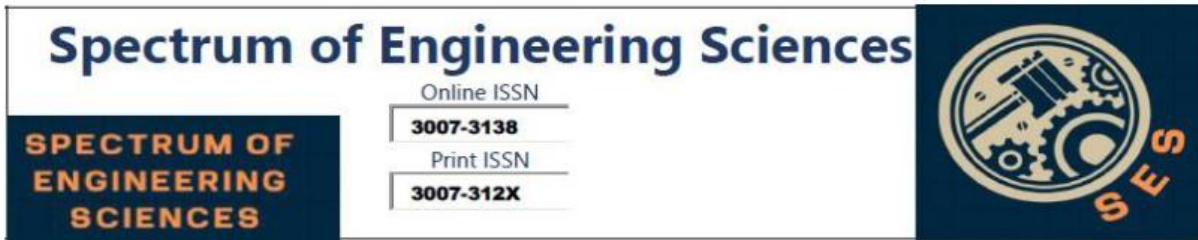
Conclusion

The Khyber Pakhtunkhwa Cities Improvement Project is arguably the most important intervention aimed at enhancing urban infrastructure and service delivery mechanism in Khyber Pakhtunkhwa, responding to the dire urban needs around sanitation, solid waste management, water supply, and green urban infrastructure. While the progress at different levels is commendable, full effectiveness in service delivery improvement has been hindered by various issues related to delays in project implementation, governance gaps, and financial constraints.

The different reviews across sectors together reflect the achievements and pitfalls of the KPCIP. While there is an influx of technological innovations into urban infrastructure development, their potential appears not to be fully utilized due to several issues with the capability of contractors and regulatory clearances along with stakeholder involvement. Further value captured toward economic growth, public health, and environmental sustainability calls for timely execution and proper implementation of projects.

Further, attention to capacity building and strengthening of the institutions is important for long-term sustainability of the benefits arising from KPCIP. The KPCIP, in improving the capabilities of the local governments and service delivery agencies, lays the foundation for more accountable and responsive systems of urban management.

In sum, this project has good potential to improve the quality of life of the Khyber Pakhtunkhwa residents. For fully realizing improvements in the service delivery and assuring sustainable



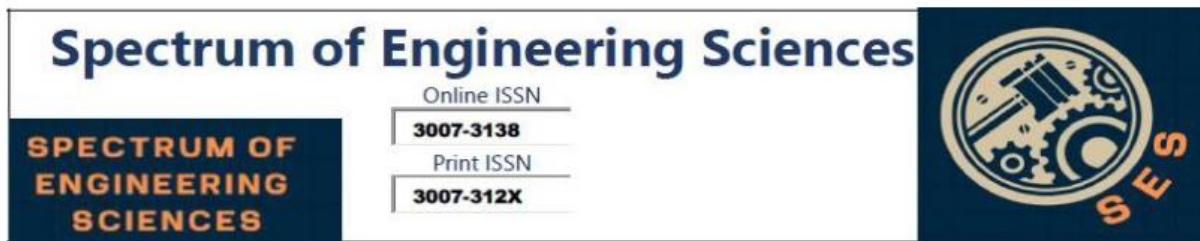
urban development in the region concerned, the addressed barriers will have to be overcome, and facilitators utilized.

Recommendation

There is a need for improvement of KPCIP in regards to project management through monitoring and communication. More skills training should be provided to the contractor in order to increase his or her capacity to undertake the tasks as planned. It was suggested that decision-making is bureaucratic and long, and whereas the compliance requirements have to be tightened and the earlier vacancies have to be filled in order to ensure that the financial processes are sound. There is a need to engage the community in more activities; the spread of GRM has to lead to residents being active participants in plans and service evaluation. Use of green energy and infrastructure should be embraced in sustainability, development process, with limited effects on the environment. Development of new partnerships with public organizations and private companies should continue to build on the new resources and new approaches. By regularly evaluating and reviewing the feedback received, it will be easier to correct undesirable trends and function optimally in delivering services to the growing urban population for sustainable development.

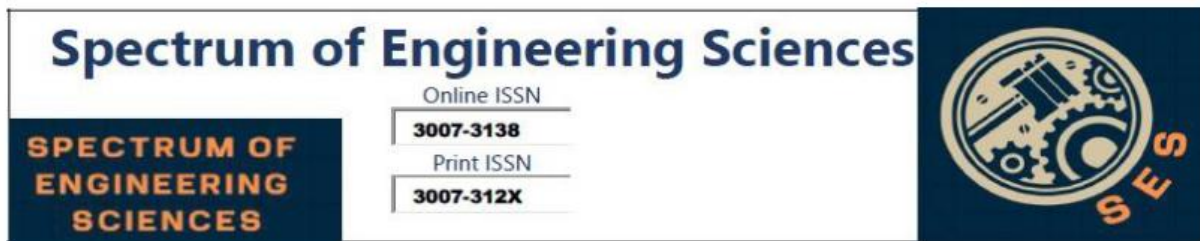
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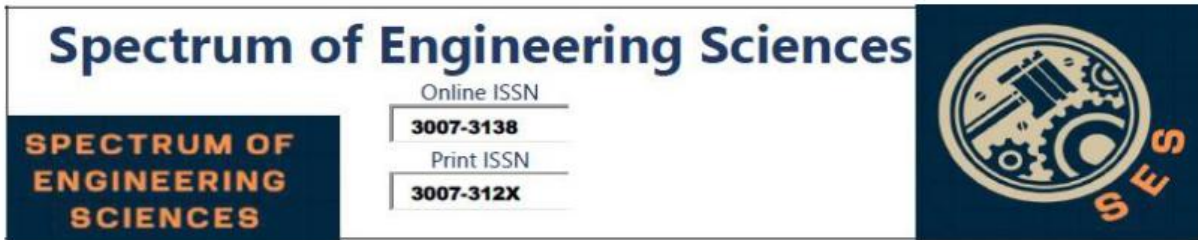


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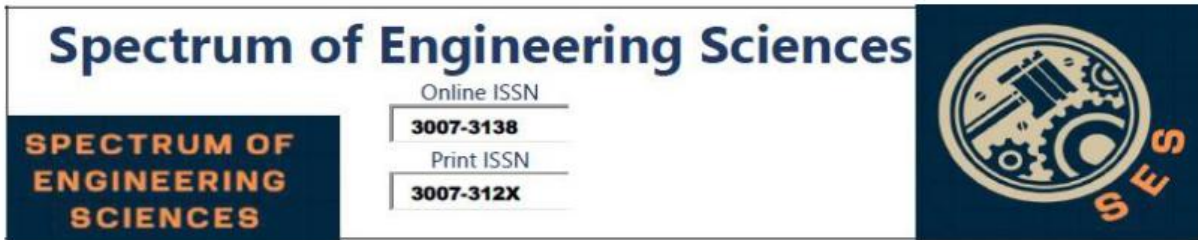


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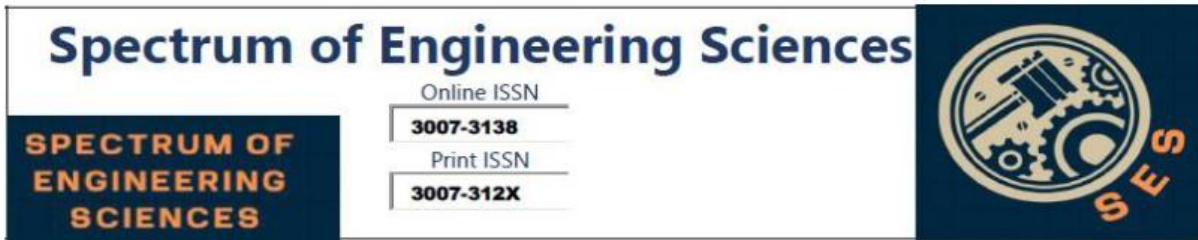
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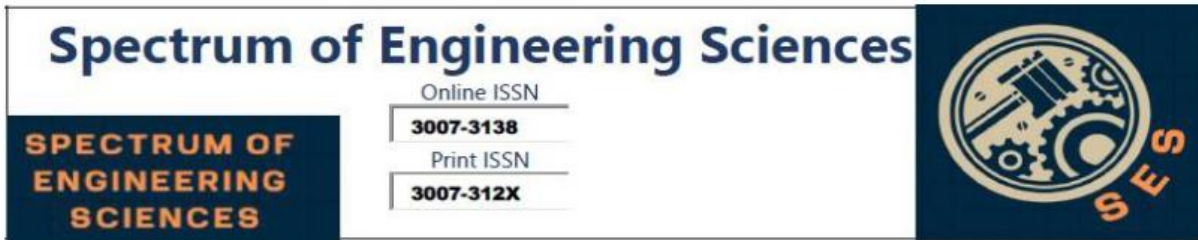
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