

**MEMO**  
**BRACE**  
Technical Assistance (TA)

TA District Coordination (DC) Training/Capacity-building Course  
**TOPIC-2 Top-Down Approach**  
**GoB (Local) Government Systems**  
**CLOSURE REPORT & FOLLOW-UP ACTION**

**To** Secretary LGRDD, DG BRDA, EUD/DA and TA/PD  
**From** TA-DTL/DDC/IDCB  
**Cc:** Participants  
**Thru'** BRACE TA TL  
**Date** 17/11/2021

**Re (A) CLOSURE REPORT: TA DC COURSE TOPIC 2 "TOP-DOWN APPROACH - GoB (LOCAL) GOVERNMENT SYSTEMS AND (B) FOLLOW UP ACTION FOR TOPIC-3**

This Memo on the TA District Coordination (DC) Capacity-building and Training Course, presents (a) the Closure Report of the DC TOPIC 2 Course on "Top-Down Approach – GoB (Local) Government Systems and (b) the follow up actions, for preparation and delivery of TA DC Topic 3.

**Section 1** presents the DO-LIST for the DC TOPIC 3 Course, which is scheduled to be held in the week 13-17 December 2021, also at the BRDA in Quetta.

**Section 2** of this Memo presents the DC TOPIC 2 Closure Report with details of the TECHNICAL, LOGISTICS and FINANCIAL information on TOPIC 2 Course. Based on the format of the TOPIC-1 Closure Report,

The TA-DTL/DDC/IDCB jointly prepared and implemented the DC TOPIC-2 Course, and will also be responsible for the DC TOPIC 3 Course and the TOPIC-3 DO LIST.

The templates/procedures for the DC TOPIC 3 Course "The GoB CLLG Policy Framework: Integrating Community Institutions with Local Government Systems", are based on the templates/procedures of previous DC Courses, and adjusted where needed.

**The memo is structured as follows:**

- 1) DO-LIST DC TOPIC 3 Course
- 2) Closure Report DC Course TOPIC 2

**Detailed information is presented in the following Annexes**

- A1 BACKGROUND INFORMATION.
- A2 TRAINING COURSE PROGRAMME.
- A3 LOGISTICS INFORMATION.
- A4 BASIC LIST OF PARTICIPANTS.
- A5 DETAILED LIST OF PARTICIPANTS
- A6 PARTICIPANTS DSA BUDGET
- A7 DC TRAINING TOPIC 3 COURSE BUDGET.
- A8 DC TRAINING CALENDAR.
- A9 DC TRAINING BASIC POINTERS, PPT FORMAT, WA/GOOGLE GROUP
- A10 DC TRAINING COURSE – DETAILS TRAINING MODULES
- A11 DC TRAINING COURSE – LECTURER/TRAINER/RESOURCE PERSON /CONTRACT.
- A12 POLICY AND PROCEDURES MANUAL.
- A13 TEMPLATES OF LETTERS
- A14 LOGOS BANNERS

## SECTION 1) DO LIST DC TOPIC 3 Training” The GoB CLLG Policy Framework: Integrating Community Institutions with Local Government Systems”

This do-list specifies the actions to be taken, by who & when, to develop and deliver the TA – DC TOPIC 3 COURSE”, scheduled for 03 days, on 16<sup>th</sup>, 17<sup>th</sup> and 18<sup>th</sup> of December 2021, at the BRDA in Quetta. Day 1 will be for the TA0DC-ADC only, and Days 2 and 3 will be for the complete group of DC/LG Officials, the RSP District representatives, and the TA0DC/AD NKE, totaling 57 participants from 9 BRACE Districts.

### Draft Do-list/Timetable, to be finalized by DTL/DDC/IDCB

#	Action	By Who	When	Remarks
<b>A1</b>	Finalize TOPIC 3 Participants and DSA/TA Budget, Eligible participants are those who participated in Induction/Topic 1 Course	TA-OM	02/11/21	DSA/TA Budget Rates as approved by EUD. Pay on basis actual attendance
<b>A2</b>	Issue Invite Letter to Participants See Annex 13	IDCB/DDC	02/11/21	Make sure they receive: IT/MIS to dispatch emails; follow through with TA-DC.ADC in Districts
<b>A3</b>	Brief Secretary LGRDD on DC TOPIC-3 - use Memo	IDCB/DDC	30/11/21	Book Secy LGRDD for opening/closing Ceremonies
<b>A4</b>	Visit BRDA, Book BRDA, start logistics preparations dedicated BRACE DC Training Room See Annex 8	IDCB/DDC	15/11/21 onward	TA to Issue formal letter to BRDA - Annex 13
<b>A5</b>	Make Master Copy Policy & Procedures Folder/Manual Annex 12 List of contents	IDCB/DDC and IT-MIS	31/11/21	Hand out Topic 3 Course Prepare IE Budget
<b>A6</b>	Identify / Book External Lecturers/ Trainers/Resource Persons, Annex 10/11	TL/IDCB/DDC	10/11/21	Include total in IE Budget Annex 7
<b>A7</b>	Issue Invite/Contract Letter to Lectures	IDCB/DDC	20/11/21	Not all Lecturers on contract
<b>A8</b>	Create TOPIC 3 Masterfile – to be maintained by IDCB/DDC	IDCB/DDC/ with MIS/IT	02/12/21	Hard and Soft copy
<b>A9</b>	Finalize TOPIC 3 Training Programme and specify subjects and time budget, Annex =	IDCB/DDC/	25/11/21	Keep up to date file changes in Master file
<b>A10</b>	Review Training Course Budget, Annex 7	IDCB/OM	25/11/21	OM to maintain separate TOPIC 1 Budget/hard copy
<b>A11</b>	Review/Quality Control PPT Presentations. Hand-outs etc. TOPIC 3 Course - Annex 9	IDCB/DDC	02/12/21	TA/ME to make sure to use required Templates
<b>A12</b>	Prepare /Copy all hard copy hand-outs etc.	DDC/OM/ and IT-MIS	02/12/21	
<b>A13</b>	Check all items stored at BRDA and prepare dedicated training Room	IDCB/DDC and OM	02/12/21	
<b>A14</b>	Finalize Budget and Issue Contract Caterer	TL/OM	02/12/21	
<b>A15</b>	Issue Contract Video/Photographer, Issue. instructions/script: e.g. capture GoB Officials	IDCB/DDC/M&E	02/12/21	IT-MIS takes photos/video with TA Equipment
<b>A16</b>	CONDUCT COURSE TOPIC 3	All	Week 13-17 Dec 21	
<b>A17</b>	Design Closure Memo: Financial + Technical	DTL/DDC+IT/MIS	20/12/21	

## Section 2: Closure Report DC Course TOPIC 2: Top-Down Approach: GoB LG Systems

The TA in partnership with the BRDA conducted the 3-day District Coordination Training Course titled “Topic 2: GoB Local Government Systems” in Quetta city from October 7 - 9, 2021 at the BRDA main campus.

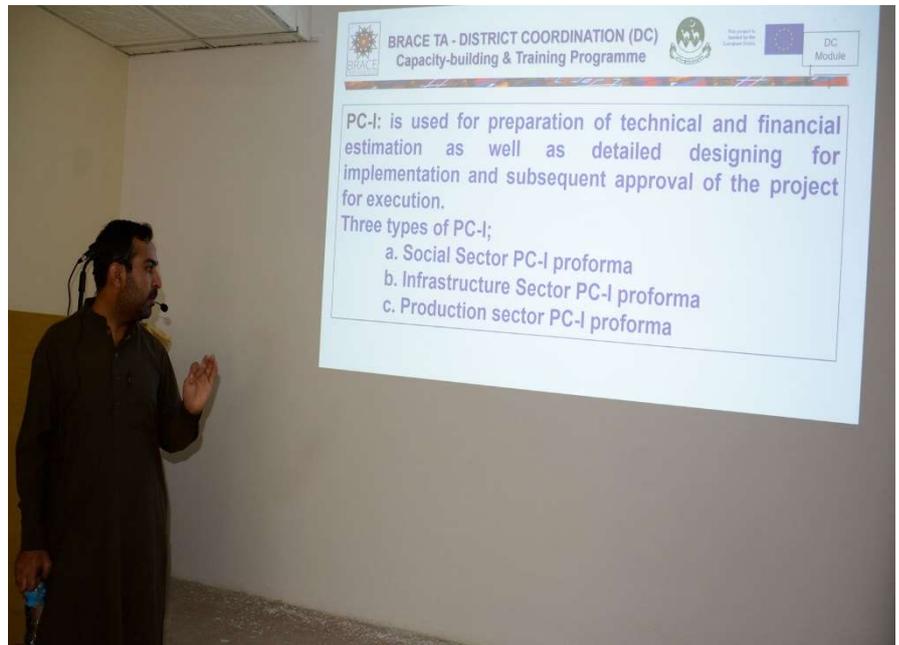
Topic 2 Course is part of the continuing series capacity building activities conducted at the BRDA for a set of 57 district-based participants among which are the 36 GoB officials. These include 2 officers from each DC office and 2 officers from each LGRDD office in the 9-BRACE districts. In addition to the GoB officials, the 12 TA, 8 BRSP, and 1 NRSP district staff also attended the training as primary trainees.

The DC Course is conducted at the BRDA, in close cooperation with the DG and selected BRDA Faculty. In this way, the TA DC Course provides “on-the-job” capacity building support to the BRDA. The secondary trainees are therefore the six (6) lecturers drawn from a pool of BRDA Master Trainers

More importantly, the DC Courses provide capacity building and training that targets a “critical mass” of district and provincial level officials and selected Rural Support Programmes (RSPs) representatives, who are to play a key role as “Training of Trainers(ToT)/Change-agents (ChAg)” in the anticipated reforms that promote Community Led Local Governance (CLLG) in Balochistan Province.

The capacity building activity’s key objectives were to:

- a) explain the entire structure and function of the local government from the Provincial to Union Council levels;
- b) briefly touch upon the expected outcome of the proposed reforms and the policy (in development) on the local governance and rural development; and
- c) enhance the knowledge of the staff at the district level from the offices of the deputy commissioners, local government, BRSP/NRSP, BRACE TA on the systems of the local government from a Top-Down perspective.



TA also engaged a lecturer from the staff of Oxford Policy Management (OPM)/PFM project funded by EU in Balochistan which is focused on developing and strengthening PFM/financial framework of the GoB

The OPM lecturer was responsible to deliver prepare training material and provide lecture on Public Finance Management in Balochistan and District Financial Rules. In addition, the services of Chief Foreign Aid from the GoB, Planning and Development Department, were also sought by TA BRACE to provide lecture and prepare training material on Public Sector Development Plan and the Development Working parties active in the province.

On behalf of the Secretary, LG&RDD, the Director-General (DG), BRDA gave the welcoming and opening remarks.

He observed that the participants should use the opportunity to gain more knowledge and share information about the current updates and developments at both the provincial and district levels. He appreciated the role played by the TA in improving the training facilities of the BRDA and looked forward for more support in future.

On his part, the BRACE TA Deputy Team Leader stated that the training was important for the targeted district-based trainees who were expected to play a lead



role in serving as the go between the top (provincial) and sub(district) systems of government. He pointed out that the participants would be able to apply the latest information gained in the field in the context of both the anticipated and ongoing policy and legislative reforms – i.e. amendment of the Local Government Act, 2010, draft Financial Regulations/PFM reforms, development of the Joint District Development Terms of Reference against other district level planning forums and the envisaged Community Led Local Governance Policy.

Finally, he expressed gratitude to the BRDA DG and staff for facilitating all the technical and logistical preparations for the success of the training event in line with the ongoing partnership with the TA project to strengthening the capacity of the BRDA.

In summary, the content of the training included the following main topics:

- Local Government Act 2010 and Possible Reforms
- Local Government Finance/Public Finance Management and District Financial Regulations
- Public Sector Development Plan (PSDP) and the role of the various Development Working Parties/Committees of P&DD.
- Rules of Business of the Local Government Department / S&GAD 2012
- Community Led VDP, UCDP, DDP
- Highlights of the proposed/envisaged Community Led Local Governance (CLLG) Policy/Programme
- The Envisaged CLLG Policy

The training was participatory and interactive in nature, with group discussions, and the course participants were asked queries and sought clarifications from the lectures and resource persons. The training course material including Policy & Procedure Files, PPTs, handouts etc. were provided to all the participants to enable them to de-brief upon their return, all JDDC members, and all stakeholders of their district.

Upon the successful completion of Training Course, the training certificates were distributed amongst the participants.

During the formal closure session, the DG, BRDA once more thanked the participants and lecturers /resource

persons for attendance and contributions and pledged BRDA's continued partnership for future trainings. The TA DTL gave a brief recap of the entire training and stated that there will be more follow-up courses in Q4-2021. He thanked the BRDA team and the participants and lecturers /resource persons for making the event a success.

The participants evaluated each presentation on quality & relevance, and on a scale of 1 (= poor) to 5 (=very good) the topics were rated from 3.7 to 4.5 being on average "Good" – See Annex 14.

<b>Summary Evaluation Scores of DC Training Course TOPIC 1</b>				
S/No	Date	Module No. and Name	No. of Evaluating Participants	Average Score
1	07/10/2021	1. Local Government Act 2010 and Possible Reforms	53	3.7
2	07/10/2021	2. Local Government Finance	53	3.7
3	08/10/2021	3. Public Finance Management and District Financial Regulations	52	4.1
4	08/10/2021	4. Public Sector Development Plan	52	4.1
5	08/10/2021	5. Development Working Parties	52	4.0
6	09/10/2021	6. Rules of Business of the Local Government Department / S&GAD 2012	52	3.3
7	09/10/2021	7. Community Led VDPs, UCDPs and DDPs	51	3.8
8	09/10/2021	8. Proposed / Envisioned Community Led Local Governance CLLG Program	51	4.1

## Lessons-learned

The lessons-learnt from the TOPIC-2 Course are:

- Ensure more participation of relevant senior staff from LGRDD/BRDA/District-Administration and RSPs
- Presentation/lessons/subject-discussion with more interactive elements and different group/table-set-ups are required
- Detailed lectures on each subject in Topic 2 were of focus and the 3-day training ensured more time for each module / lecture and made it more interactive
- Interaction between DC, LG, RSP TA-DC/ADC of a District has increased/improved; but needs to be developed further.
- At some stage Include Additional Exposure visits for participants/key District Stakeholders should be planned

## Annexes with Templates & Procedures

Based on the TOPIC 2 Course, the Annexes provide procedures and templates, that can be used for TOPIC 3 Course, as follows:

- A1 **BACKGROUND INFORMATION**. This information is to be used, to understand and design the training Course Modules/Subjects
- A2 **TRAINING COURSE PROGRAMME**. This table is to be used to prepare the programs for each DC training Course
- A3 **LOGISTICS INFORMATION**. To be used /followed by DTL/DDC who are in charge of DC TOPIC-3
- A4 **BASIC LIST OF PARTICIPANTS**. Deliberately formatted to fit on one-page A4. To be used as input for other checklists
- A5 **DETAILED LIST OF PARTICIPANTS**. Should be aligned with Annex 4 List and include email addresses, to be maintained and kept up to date by TA IT/MIS
- A6 **PARTICIPANTS DSA BUDGET**. This table is to be updated and include the actual list of participants for TOPIC-3, and the yellow highlighted amounts are to be filled out on the basis of the 3-day course

with some (far away districts) participants requiring an extra day travel. DDC to finalize the names of the participants (see annex 4) and OM to calculate applicable DSA Budget per person and to aggregate to district sub totals and to grand total DSA

- A7 **DC TRAINING TOPIC 2 COURSE BUDGET**. This budget is to be worked out by OM on the basis of the 2 days' programme, and using the same approach we had for the INDUCTION/Topic-2 Course. OM to calculate the amounts using the budget table and submit to TA TL for approval.
- A8 **DC TRAINING CALENDAR** This general DC Training Calendar explains the bigger picture, how the DC Training Events would fit with the CLLG Policy & Fiscal Framework that the TA is trying to put in place.
- A9 **DC TRAINING BASIC POINTERS, PPT FORMAT, WA/GOOGLE GROUP** Use these pointers and PPT formats. The TA IT/MIS is in charge of WA Group and Google Group.
- A10 **DC TRAINING COURSE – DETAILS TRAINING MODULES** Work out TOPIC-3 Course Modules using the same template as the Topic-2 Training Course.
- A11 **DC TRAINING COURSE – LECTURERS, TRAINERS, RESOURCE PERSONS, CONTRACTS** Table with Contact Details of Lecturers and Template Lecturer Contract Award Letter.
- A12 **POLICY AND PROCEDURES MANUAL** Hard copy file issued to Participants.
- A13 **TEMPLATES OF LETTERS** Templates of Letters to be issued
- A14 **LOGOS BANNERS** Templates of Logos and Banners

## Annex 1 Background Information

### (1) Title: TA District-Coordination (DC) Topic 2: Top-Down Government of Balochistan (GoB) Local Government (LG) Systems

The TA Component (DAI-Human Dynamics) of the BRACE programme conducted the District Coordination (DC) Training on Topic 2: Top-Down Government of Balochistan (GoB) Local Government (LG) Systems of District and Provincial level officials and selected RSP representatives.

The DC Induction Course was held in November 2019 and the DC Training Topic 1 which focused on Bottom-Up Approach was held in July 2021.

The Topic 2 course was for 03-days and part of the “**District Coordination**” **training/capacity-building events**. The DC Capacity-building/Training Courses are expected to be conducted over a period of one year however due to unforeseen circumstances, especially the situation that arose after the Covid-19 Pandemic, the Topic 1 training was postponed and then rescheduled many times until it was conducted in July 2021. It allowed the TA staff to plan the DC Training Topic 2 right after and therefore the DC Training Topic 2 course was conducted in October 2021. However, the plan to conduct the remaining two training courses is below: See Training Calendar

The Top-Down systems of the Local Government of the Government of Balochistan is the area to be covered under the Topic-2 course, starts off with explaining the 18th amendment in the Constitution of Pakistan allowed the provinces to practice authority and legislation for the government departments of the province. The Government of Balochistan (GoB) developed and adopted the Local Government Act 2010 which provided legal; coverage and guidance to enhance and strengthen local government in the province. It led to development of other Acts like the Public Finance Management Act, Rules of Business, Local Council Grants Committee (LCGC), Financial Rules etc. The purpose was to ensure a system of local government at the Union Council level which would be able to initiate rural development through an integrated approach with the line departments of the GoB.

The BRACE TA project is working to strengthen the local government department by proposing reforms in the Local Government Act 2010 to include the community institutions as stakeholders and establish an institutional setup at the district level. The purpose of creating an institutional setup is to ensure that local governance could be planned by the communities and the GoB together and have policies and procedures in place that would allow a streamlined process of local governance initiatives at the community level.

This DC training Topic 2 intends to explain

- a. The entire structure and function of the local government from the provincial to union council level
- b. Intends to briefly touch upon the expected outcome of the proposed reforms and the policy (in development) on the local governance and rural development.

## (2) Objectives

The “District Coordination” Training Courses have as primary objective: to **build the capacity of selected District Staff, to enable them to play a lead role in integrating the bottom-up developed Community Institutions (CI) with the Top-Down Local Government systems from provincial to the district level.**

This integration is required to develop the synergy between the community-led socio-economic development led by the Community Institutions (CI) and the GoB-led Local Government systems for development interventions and investment. The synergy between the CIs and the GoB systems will improve and strengthen the fiscal base, the quality, and the sustainability of the local-level rural-development initiatives.

Topic 3 will deal with the integration of the Community Bottom-up and the GoB Top-down systems.

## (3) Capacity-building & Training Methodology

The training and capacity building **targets selected trainees, or a “critical mass”** of District and Provincial Level Officials, selected RSP representatives from the BRACE target Districts and the 5 TA District Coordinators and the 7 TA Assistant District Coordinators.

The most effective way to increase the understanding and technical (on-the-job) skills of a trainee, is to **apply an on-the-job training modality**. The DC-Course is based on an on-the-job capacity-building training approach is scheduled over a period of one year. This period has been extended due to the COVID-19 lock downs for the major part of 2020. The DC training topics are closely aligned with the actual reform process steps, which the BRACE-TA pursuing, with the GoB. The TA facilitated Policy Reforms are to be concluded by June 2022.

The intermittent (Induction plus 4 Topics) delivery of the DC training (modules) allows the trainees to “return to their desks” and then apply and promote these reforms, and disseminate what has been explained during the training event, to seek further involvement or buy-in from a wider group of District Officials.

Another key feature of the DC Training is the **TA District Coordination “Policy & Procedures Manual”** (TA-DC-PM). This Policy & Procedures Manual consists of a hard copy loose-leave binder and a USB stick with the soft-copies. The PM contains

- (a) the DC training modules, which can then be used by the participant, to explain in their district, to a wider group of officials, what was presented in the TA-DC-Course.
- (b) Relevant background materials, that can be shared (soft copies) with the wider group of District level officials, to further enhance the understanding and rationale behind the reforms being proposed.
- (c) “Home-work”/tasks to be performed by a trainee upon return to office, including feedback from trainees, to ensure that proposed tasks and reforms are indeed practical and realistic and can be implemented at (sub-)district level, to work towards a GoB Community-Led Local-Development (CDLD) sector policy
- (d) District Development Plan (DDP) templates, formats and procedures. The DDP is the key instrument, to guide and validate, how the bottom-up CI Development Plans, are integrated with the GoB LG systems and recurrent/development budgets

## (4) Trainees: a critical mass of change-agents in the District

The District Coordination Induction & Training Courses targets in the 9 BRACE Districts: 5 TA-DCs, 7 TA-ADC, 2 Representative from each District Deputy Commissioners Office (18 pp), 2 representatives from each District Local Government Department (18 pp), 1 representative from the BRSP/NRSP (9 pp), or a **total 57 District Trainees** and BRDA and Provincial level stakeholders. **This group is to become a “critical mass of change agents”** to promote at (sub-) District level the design and operationalization of the GoB LG Strategic Policy & Fiscal Framework that enables CDLG.

The selection of representatives from the Deputy Commissioners Offices, the Local Government Department District Offices, the BRDA, and Provincial Stakeholders and the RSPs, is done in consultation with Secretary Local Government, the Deputy Commissioners, the DG BRDA, Provincial Line Departments, and the Managers of the RSPs.

The criteria for selection, is to identify a representative who (a) will be able to continue to participate in TA DC Training Course which will be delivered as on-the-job training over the course of a year, and (b) have the right aptitude and formal position to act as change agent, to promote the reforms of the BRACE Programme and contribute at (sub-) District level to the design and operationalization of the GoB LG Strategic Policy & Fiscal Framework that enables CDLG.

In addition, the TA-DC Course mobilizes lecturers, selected Provincial Government officials, selected Development Partner Representatives and other support staff, to implement a training course. On average an additional 10 persons are expected to participate in each training event, thus a **total of 70 participants** per training event is to be used for budgeting purposes.

## (5) Invitations

Invitations for the selected representatives from the Deputy Commissioners Offices, and the Local Government Department District Offices is done through Secretary Local Government and then the TA Project and LGRDD will issue a joint invitation (letter).

Invitations of the selected representatives of the RSPs, is done by the TA to CEO/Managers of the BRSP and NRSP, if they wish to send a representative.

## (6) BRDA Training Venue Location and Logistics

The TA Project is to develop the BRDA (Result Area 3) as a platform for Capacity-building for Local Governance Capacity building.

The DC Induction & Topics Training Events will be therefore held at the BRDA. Thus, the secondary objective of the DC Course is to strengthen the BRDA.

## (7) DC Training Course Calendar and Training Events

The frequency of the DC Course On-the-job Training Events (each event lasting 2 or 3 days), is a 3-months schedule. The training calendar below is indicative and flexibly and is to be adjusted to meet the training needs as required.

The time-table below present the indicative scheduling of DC Training Events in 2021/2022. The INDUCTION Course took place in November, TOPIC 1 in July 2021 and Topic 2 in October 2021. The DC Topic 3 is scheduled for December 2021 while Topic 4 is scheduled for February 2022

. In addition, as the program progresses, there may be other trainings that TA may have to plan in order to build the capacity of GoB provincial, district and Union Council level stakeholders and line departments to compliment the CLLG policy being developed for the Local Government and Rural Development Department of the GoB.

Tentative Schedule	Nov 2019			July 2021			October 2021			December 2022			February 2022			February 2022 and Beyond		
DC Training Events			0		1			2			3			4				Other

This interval between Training Events will allow the participant to return to his District and share with the relevant District Officials, the new insights, tools and instruments, that were explained and provided in the training event, and obtain their feed-back, and then share this feed-back in the next training event with the Provincial policy-makers and the TA. Budget and resources will be made available to the TA-DC/ADC to disseminate and discuss the insights gained at the training course.

## **(8) DC Training Courses – CB Areas, Training Modules and Topics**

The DC Training Programme covers an Induction course, and **four (4) Capacity-Building (CB) Areas**

### **0) INDUCTION**

The DC Training starts with a three days Induction Course. The TA-DC/ADC are to participate in all three days (D1, D2 and D3), while the other trainees are to participate on two days (D2 and D3).

The Induction Course will explain the on-the-job training methodology and how the four Capacity-Building areas relate to each other, and what role is expected from the participants.

### **1) BOTTOM-UP Approach**

The first Capacity-Building area covers the Bottom-up Community Institutions (CI) which are the result of activating the demand drivers for socio-economic development at Community, Village and (sub-)District level. The RSPs are activating the formation of these CIs.

The DC Training will first explain how mature and sustainable CIs are formed, and then what role they (can) play in sustained, and all-inclusive Rural Development. Based on a thorough understanding of the potential of the CIs, the DC Trainees can then to contribute to the development of a system that builds on Community-Driven Local Government (CDLG)

### **2) TOP DOWN GoB LG SYSTEMS**

The second training event covers the Capacity-Building area on the Top-down GoB Local Government Systems at Provincial and at (Sub)District Level where the GoB LG system provide the policy, fiscal, budgetary and development context within which rural development is to take place.

The DC Training will explain the GoB LG policy, fiscal, and budgetary systems that are in place and how effective these are to stimulate sustainable and all-inclusive Rural Development. Based on this understanding, the potential of the CIs and the LG systems can be discussed, and the Trainees will be exposed to the design features and possible operationalization steps of the GoB LG Strategic Policy & Fiscal Framework that enables CDLG, and they will be able to provide district-level feed-back.

### **3) INTEGRATE THE CIs WITH LG SYSTEMS UNDER A GoB CDLG FRAMEWORK**

The third training event covers the Capacity-building Area aims to integrate the bottom-up CI and the top-down LG systems to create synergy between the CI and the LG systems under a CDLG framework, at provincial and at (Sub-)District Level. The selected District Staff are expected to play an important role in integrating the bottom-up developed Community Institutions (CI) with the (sub-) District Local Government systems at Sub-District level.

The DC Trainees will be invited to contribute to the design and development of a GoB Community-Driven Local Government (CDLG) by (a) providing feed-back how to operationalize the system at (Sub)District level, and (b) providing inputs for the Provincial LG Sector Policy, that will build on District Profiles, District Development Plans, and the realities of Community & Rural Development at local level.

The TA District Development Strategy & Plan (DDSP) Assignment is being conducted in 3 pilot Districts (Loralai, Pishin and Kech) from September to December 2021, and the streamlined JDDC ToR are tested and the findings. and recommendations of the DDSP will form a major input in the Topic 3 Course. Following Topic 3 and after concluding the DDSP assignment, the streamlined JDDC are to be activated in all 9 BRACE Districts

### **4) MAINSTREAMING GoB CDLG BEYOND THE 9 BRACE DISTRICTS**

The integration and synergy between the rural socio-economic development driven by the Community Institutions (CI) and the GoB-led CDLG systems for rural development interventions and investment, will improve and strengthen the fiscal base, the quality, and the sustainability of the local-level rural-development initiatives.

The final fourth training event covers the capacity-building area that seeks answers, how to mainstream the GoB CDLG system beyond the 9 BRACE target Districts. This requires a significant increase of funds and resources to be allocated to CDLG. Options will be investigated for increased Development Partner (DP) Budget Support (BS) and the development of a GoB Poverty Alleviation Strategy/Programme, to

rally more funds for a GoB CDLG policy.

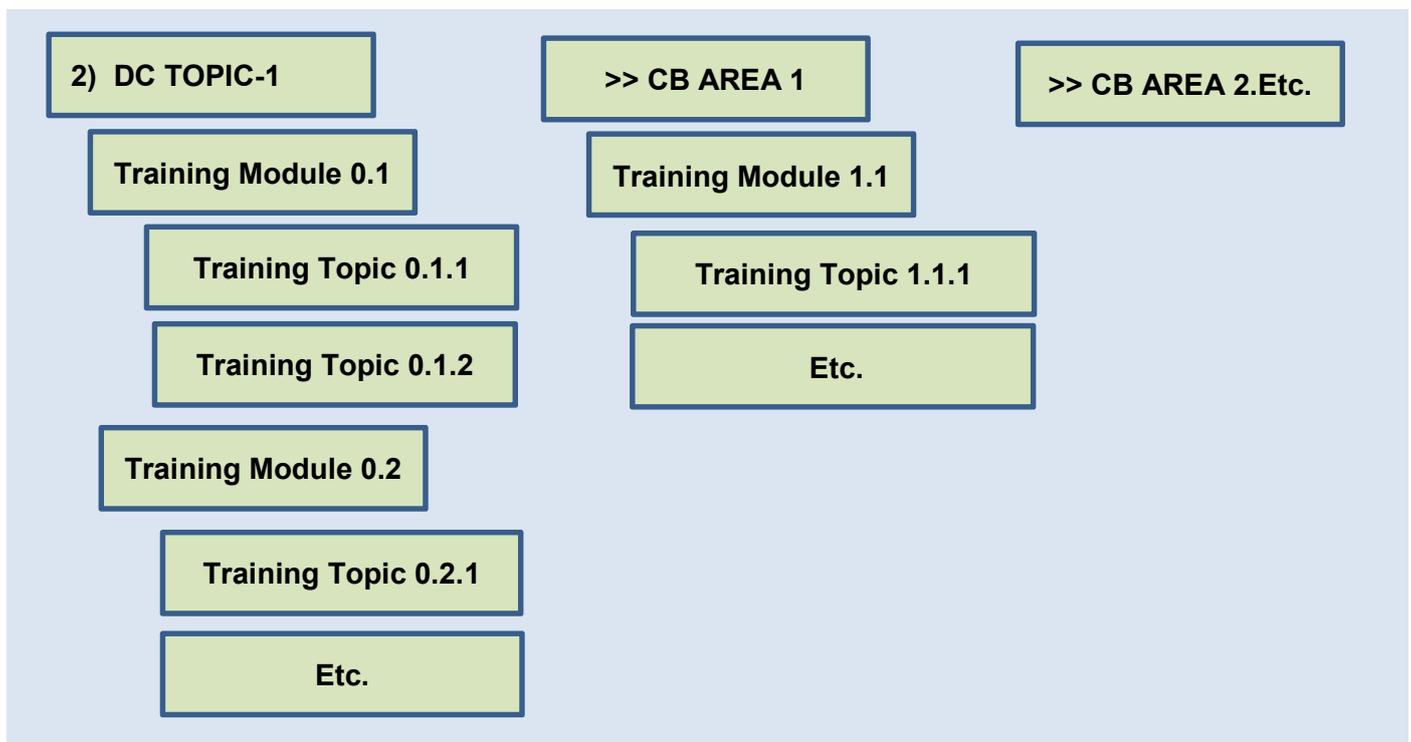
An increased quantum of funds for CDLG and Rural Development would require across the board in all districts, enhanced Local Level Development Planning and PFM capacity. The feedback of the DC trainees will be sought to address the requirement to ensure the required level of development planning and fiduciary control at (sub-)District level, in all Districts of Balochistan.

The four Capacity Building areas will be covered in a series of training events, and it could be that one CB area may require more than one training event, in which case the Training Calendar will be accordingly adjusted.

## (11) Training Modules and Topic

Each CB Area, will have a selected number of Training Modules. Each Training Module will cover a series of specific Training Topics; e.g. The Training Module;” Public Financial Management (PFM)”, will be covered by a range of PFM-Topics like: Financial Regulations, Recurrent Budget, Development Budget, PC-1 Preparation, PEFA etc.

The **Structure of the DC Training Course** is as follows:



**Each Training Topic will consist of (at least) the following items (in English and Urdu)**

- PPT slides (English and Urdu)
- Background Materials, Reading-list, and sources/internet-links
- Hand-outs (In English and as much as possible in Urdu)
- Other: to be specified per Topic
- Course Topic - Participants Evaluation Form

## **(12) Trainers and Lecturers**

The DC Course will make use of the internal (TA Consultants) as Lecturers and External Lecturers/Trainers/Resource persons.

The DC Course will also mobilize as much as possible senior Govt Officials, to make presentations, and participate in group discussions, thereby ensuring that the GoB is involved and co-owns the training and capacity building effort, in particular the involvement of Secretary LGRDD, to take lead on the DC Training Course.

ToR will be drawn up when an external Trainer, Lecturer or Resource person is to be engaged, specifying:

- Training Module/Topic Design and Contents: In English and Urdu, PPT slides, required Background Materials, including reading list source/internet links, Hand-outs, Other: to be specified per Topic and expected Learning Outcomes, validated through the Course Topic Participants Evaluation Form
- Training Module Delivery Modality: Venue, Timings, Delivery-times
- Contract Terms of the External Trainer/Lecturer/Resource Person

The TA DDC will quality control the design/content and the training delivery, and the trainees will carry out A group evaluation of the Training Topic content and delivery.

## **(13) DC Topic-3 Training Course Policy and Procedures Manual (PPM)**

The Policy and Procedures Manual, will consist of a hard copy loose-leave binder and a USB stick, that will contain:

- (a) DC training course modules/topics
- (b) relevant background materials,
- (c) homework/tasks to be performed by a trainee upon return to office, and
- (d) District/Provincial Development Plan (DDP) templates, formats, and SOPs.

## **(14) DC Training Course Budget**

The DC Training Budget consist of two main components;

- (a) costs of the DSA/Travel Allowances for the Trainees, who are to attend the training at the BRDA in Quetta. The DSA/Travel Allowances will be issued according to an EUD agreed DSA/TA Rates schedule.
- (b) cost of training delivery, being cost of training materials, training venue, computer lab, audio/visual equipment, consumables, external lecturers/trainers/resource persons' fees, related cost for field visits, surveys, or District based Workshops/dissemination meetings etc.

The training budget for each training event will be prepared separately and proposed to EUD for (prior) approval. The cost will then be charged against the TA IE Budget.

## Annex 2 TRAINING COURSE PROGRAMME - SUMMARY

For Topic 3 the Table below is to be updated and then to be shared together with the Invite/Introduction Letters. The Programme below is the DC Training Topic-2 programme that was held on 07-08-09 October 2021.

### DISTRICT COORDINATION TRAINING TOPIC 2 PROGRAMME (07-08-09/10/2021)

Day 1, Thursday 07/10/21		Responsible Lecturer/ Resource Person
08.00 – 9.00	<b>Registration of Participants</b>	
09.00 – 9.20	<b>Attendance &amp; Formal Opening by DG BRDA</b>	
9.20 – 9.40	<b>Introduction of Participants and Training Programme</b>	DDC, TA BRACE
9.40 – 10.00	Tea-break	
10.00 – 13.00	<b>1.0. Local Government Act 2010 and Possible Reforms</b>	Lecturers from BRDA, Resource Persons LGRDD and TA BRACE (DTL)
13.00 – 14.30	Lunch	
14.30 – 17.30	<b>2.0. Local Government Finance</b>	Lecturers from BRDA, Resource Persons from TA BRACE (STA)
17.30 – 17.50	Tea break	
17.50 – 18.20	<b>Winding up Day-1</b>	TA DDC
Day 2, Friday 08/10/21		
09.00 -09.30	<b>Attendance and Recap of Day 1 Activities</b>	DDC, TA BRACE
09.30 – 11.00	<b>3.0. Public Finance Management and District Financial Regulations</b>	Lecturer: Mr. Fakhar-Ud-Din from OPM Resource Person from BRDA Dr. Muhammad Arif
11.00 – 11.20	Tea-break	
11.20 – 13.05	<b>3.0. Public Finance Management and District Financial Regulations (Continued)</b>	Lecturer: Mr. Fakhar-Ud-Din from OPM Resource Person from BRDA Dr. Muhammad Arif
13.05 – 14.35	Lunch	
14.35 – 16.05	<b>4.0. Public Sector Development Plan (PSDP)</b>	Lecturer: Mr. Najeebullah, CFA/P&D Department + Resource Person from TA BRACE (STA)
16.05 – 16.25	Tea break	
16.25 – 17.15	<b>5.0. Development working parties / committees of P&amp;DD</b>	Lecturer: Mr. Najeebullah, CFA/P&D Department +Resource Person from TA BRACE (DDC)
Day 3, Saturday 09/10/21		
09.00 – 09.30	<b>Attendance and Recap of Day 2 Activities</b>	DDC, TA BRACE
9.30 – 11.30	<b>6.0. Rules of Business of the Local Government Department / S&amp;GAD 2012</b>	Lecturers from BRDA Resource Persons from LGRDD
11.30 – 11.50	Tea break	
11.50 – 13.20	<b>7.0. Community Led VDP, UCDP, DDP</b>	Lecturers from BRSP, Resource Persons from TA BRACE (DDC)
13.20 – 14.50	Lunch	
14.50 – 15.50	<b>8.0. Proposed / Envisioned Community Led Local Governance CLLG Program</b>	Mr. Ghulam M. Marri, Senior Technical Advisor, TA BRACE Resource Persons from LGRDD
15.50 – 16.10	Tea break	
16.10 – 17.10	<b>Formal Closure by STA and Secretary / Focal Person BRACE / DG BRDA / TA Team Leader</b>	LGRDD, BRDA and TA BRACE (TL and STA)

### Annex 3 LOGISTICS INFORMATION - to be used as checklist for Topic 3

- The dates of the DC TOPIC-2 Course are set for 07, 08 and 09 October 2021
- Venue is the BRDA Complex, Western Bypass, near Jabal-e-Noor Quetta.
- The TA-Director District Coordinators (DDC), Nazar Muhammad Khetran, is the DC Topic-1 Training Course Coordinator. His contact details are: EM [nazarkhetran@yahoo.com](mailto:nazarkhetran@yahoo.com) Mobile 0333 7829845
- The TA Office-Manager (OM), Rahil Peter, is responsible for the logistic and administration during the Topic 2 Training course, and this covers: transport to/from BRDA, issuance of computer equipment to TA-DC/ADC, Trainees DSA/Travel Allowances Payment, and the Catering arrangements. His contact details are: EM [rahilpeterf@yahoo.com](mailto:rahilpeterf@yahoo.com) Mobile: 0334 2429952
- The TA IT/MIS Specialists, Mr Bilal Ahmed EM [bilal69ahmed@gmail.com](mailto:bilal69ahmed@gmail.com) will support the DC Course Coordinator in (a) preparing and filing the PPT Presentations using the PPT template (b) despatch of emails to all relevant persons, (c) filing and calculating the evaluations scores on the Evaluation template..
- External Lecturers/Trainers/Resource will be managed by the TA-DDC.
- Secretary, Additional Secretary, Deputy Secretary LGRDD and Director General BRDA will be the Chief Guest and due to other competing travel arrangements, the they are to formally open/close the TOPIC-2 Course.
- Certificates of Attendance will be issued at the end of the Training Event – IDCB/DDC are charged with design of certificate and OM is charged with printing.
- Banner to be used in all Training Events etc.
- Course bag was issued in the INDUCTION Course. However, due to new training participants from GoB, bags were purchased for the Topic 1 Course. However, no bags will be purchased for the Topic 2 course as almost all participants are the same as in Induction course and Topic 1.
- Stationary for Training Course/Sessions, to be part of the Policy and Procedures Manual
- Professional Videographer / Photographer for selected sessions (DTL/DDC to instruct)
- Participants are to sign attendance register at the start of each day, when they enter the Hall.
- Lunch/drinks should be set up quietly, completely and quickly during the last/pre-lunch morning session, on the designated tables at the rear of the hall, waiters should not talk, and then as soon as that session ends, all participants move to rear of the hall, and serve themselves and eat in a relaxed manner.
- Same applies to Morn/Aft tea, but participants are to take the tea/coffee back to their table if they need more tea-time, so next session starts on time.

## Annex 4 BASIC LIST OF PARTICIPANTS

The DC Training Course plans to develop the capacity of a pool of staff belonging from the Local Government Departments and the Office of the Deputy Commissioner in the nine BRACE districts. In the DC induction course and the Topic 1 course, 57 participants attended the training.

Among the participants were 18 from the local government department, 18 from the office of the DC, 09 from the RSPs and 12 from the TA district offices. It was necessary that the same participants attend the Topic 2 – Top-Down Approach, however, due to transfers and other GoB administrative allocations there is a chance of 2 or 3 participants being new who have not attended the previous trainings.

Due to the fourth round of the external monitoring mission visit to Balochistan, four representatives of BRSP from the district could not attend the Topic 2 course due to their busy schedules and support to the EMM team in the districts. However, replacements were provided by BRSP in order to ensure that the organizational capacity building does not suffer due to the mission.

In addition, upon scrutinizing, it was revealed that a total of 02 participants coming for the Topic 2 training had not attended the DC induction course and the Topic 1 training.

Below is the list of participants who attended the DC Training Topic 2 Course.

# District	##	District	Name	Designation	Organization
1	1	Quetta	Mr. Wazir Khilji	Coordinator Disability Support	BRSP
2	2	Loralai	Qutab Khan	DPM	BRSP
3	3	Zhob	Jabbar Khan	DPM	BRSP
4	4	Killa Abdullah	Ibrahim Agha	DPM	BRSP
5	5	Quetta	Ghulam M. Mohammadi	Manager Youth	BRSP
6	6	Jhal Magsi	Munir Mengal	DPM	BRSP
7	7	Khuzdar	Bilal Gighki	DPM	BRSP
8	8	Quetta	Mr. Nisar Marri	M&E Officer	BRSP
9	9	Kech	Saeed Ahmed	Senior Programme Officer	NRSP
# District	##	District	Name	Designation	Organization
1	1	Duki	Muhammad Jahanzaib	Asst Computer operator DC Office	DC Office
1	2	Duki	Nizam ud din	Asst Computer operator DC Office	DC Office
2	3	Loralai	Taiyab Ur Rehman	Acting superintendent	DC Office
2	4	Loralai	Masoom Khan	Junior Clerk	DC Office
3	5	Zhob	Mr. Imran Khan	Tehsildar Kakar Khurasan	DC Office
3	6	Zhob	Rehmat ullah Shah	Suptt: Admin	DC Office
4	7	Killa Abdullah	Matee ullah	In charge DO	DC Office
4	8	Killa Abdullah	Kaleem ullah	Data entry Operator	DC Office
5	9	Pishin	Mr Abdul Aziz	Assistant Computer Operator	DC office
5	10	Pishin	Sami Ullah	Superintendent	DC office
6	11	Jhal Magsi	Atta Muhammad	Superintendent	DC Office
6	12	Jhal Magsi	Mir Gull	Junior Clerk	DC Office
7	13	Khuzdar	Muhammad Murad	Asst Private Secretary	DC office
7	14	Khuzdar	Nasrullah	Junior Clark	DC office
8	15	Washuk	Haji Shaukat Ali	Office Assistant	DC Office
8	16	Washuk	Syed Zubair Ahmed	Senior Clark	DC Office
9	17	Kech	Ejaz Ahmed	Assistant DB	DC Office
9	18	Kech	Hamal Khan	IT Officer	DC Office

# District	##	District	Name	Designation	Organization
1	1	Duki	Wazir Khan Siyal	Assistant Director	LG Dept
1	2	Duki	Haji Muhammad Azam	Chief Officer	LG Dept
2	3	Loralai	Muhammad Kaleem	Asst Director	LG Dept
2	4	Loralai	Naseer Khan	Chief Officer	LG Dept
3	5	Zhob	Fazal Qadir	Asst Director	LG Dept
3	6	Zhob	Habib Rasool	Senior Assistant	LG Dept
4	7	Killa Abdullah	Asmatullah Bazai	Asst Director	LG Dept
4	8	Killa Abdullah	Rozina Wardag	Senior Development Officer	LG Dept
5	9	Pishin	Haji Khurshid	Asst Director	LG Dept
5	10	Pishin	Kaleem Ullah	Chief Officer	LG Dept
6	11	Jhal Magsi	Addullah Magsi	UC Secretary	LG Dept
6	12	Jhal Magsi	Misri Khan	UC Secretary	LG Dept
7	13	Khuzdar	Mir Abdul Razaq Zehri	Senior Asst Director	LG Dept
7	14	Khuzdar	Kashif Amar	Assistant Engineer	LG Dept
8	15	Washuk	Jan Muhammad	Asst Director	LG Dept
8	16	Washuk	Izzat Ullah	Chief Officer	LG Dept
9	17	Kech	Shoaib Nasir	Asst Director	LG Dept
9	18	Kech	Abdullah	Development Officer	LG Dept
# District	##	District	Name	Designation	Organization
1	1	Duki	Syed Rehman	TA-ADC	BRACE TA
2	2	Loralai	Qudrat Ullah	TA-DC	BRACE TA
2	3	Loralai	Sami Ullah	TA-ADC	BRACE TA
3	4	Zhob	Samad Harfal	TA-ADC	BRACE TA
4	5	Killa Abdullah	Khalid Umar	TA-ADC	BRACE TA
5	6	Pishin	Israr Ahmad	TA-ADC	BRACE TA
5	7	Pishin	Aziz Ullah	TA-DC	BRACE TA
6	8	Jhal Magsi	Asim Haider	TA-ADC	BRACE TA
7	9	Khuzdar	Samee Ullah	TA-DC	BRACE TA
7	10	Khuzdar	Sana Ullah	TA-ADC	BRACE TA
8	11	Washuk	Agha Muhammad	TA-DC	BRACE TA
9	12	Kech	Niaz Ahmed	TA-DC	BRACE TA

## Annex 5 DETAILED LIST OF PARTICIPANTS

**Annex 5.1 Participants RSPs: BRSP and NRSP**

**Annex 5.2 Participants Deputy Commissioners Offices – District staff**

**Annex 5.3 Participants Local Government Department – District Staff**

**Annex 5.4 Participants National and Provincial Level Stakeholders: BRDA/LGRDD**

### ANNEX 5.1 PARTICIPANTS RSPs

# District	##	District	Name	Designation	Organization	Contact/Cell	Email / Remarks
1	1	Duki (Replacement by BRSP due to EMM)	Mr. Wazir Khilji	Coordinator Disability Support	BRSP	03458312043	
2	2	Loralai	Qutab Khan	DPM	BRSP		
3	3	Zhob	Jabbar Khan	DPM	BRSP	0334 2402505	
4	4	Killa Abdullah (Replacement by BRSP due to EMM)	Mr. Nisar Marri	Monitoring and Evaluation Officer	BRSP		
5	5	Pishin (Replacement by BRSP due to EMM)	Mr. Muhammad Muhammadi	Manager Youth	BRSP		
6	6	Jhal Magsi	Munir Mengal	DPM	BRSP		
7	7	Khuzdar	Bilal Gighki	DPM	BRSP	0333 7989949	
8	8	Washuk	Hamza Qambrani	DPM	BRSP	0332 7922355	
9	9	Kech	Saeed Ahmed	Senior Programme Officer	NRSP	0323 8905937	

## ANNEX 5.2 PARTICIPANTS DEPUTY COMMISSIONER'S OFFICES

# District	##	District	Name	Designation	Organisation	Contact/Cell	Email / Remarks
1	1	Duki	Muhammad Jahanzaib	Asst: Computer operator DC Office	DC Office		
1	2	Duki	Mr Nizam ud din	Asst Computer operator DC Office	DC Office	0313 8286795	
2	3	Loralai	Taiyab Ur Rehman	Acting superintendent	DC Office	0334 2321622	
2	4	Loralai	Masoom Khan	Junior Clark	DC Office	0334 2323401	
3	5	Zhob	Mr. Imran Khan	Tehsildar Kakar Khurasan	DC Office		
3	6	Zhob	Rehmat ullah Shah	Suptt:Admin	DC Office	0310 85786302	
4	7	Killa Abdullah	Matee ullah	In charge DC Office	DC Office	0311 8871692	
4	8	Killa Abdullah	Kaleem ullah	Data entry Operator	DC Office	0333 7754663	
5	9	Pishin	Mr. Abdul Aziz	Assistant Computer Operator	DC office		
5	10	Pishin	Sami Ullah	Superintendent	DC office	0306 3886253	
6	11	Jhal Magsi	Atta Muhammad	Superintendent	DC Office		
6	12	Jhal Magsi	Mir Gull	Senior Junior Clark	DC Office	0333 7154916	
7	13	Khuzdar	Muhammad Murad	Asst Private Secretary	DC office	0333 7983349	
7	14	Khuzdar	Nasrullah	Junior Clark	DC office	0333 7986571	
8	15	Washuk	Haji Shaukat Ali	Office Assistant	DC Office	0337 7118808	
8	16	Washuk	Syed Zubair Ahmed	Senior Clark	DC Office	0333 9993329	
9	17	Kech	Ejaz Ahmed	Assistant DB	DC Office		
9	18	Kech	Hamal Khan	IT Officer	DC Office		

## ANNEX 5.3 PARTICIPANTS LOCAL GOVERNMENT DEPARTMENT – DISTRICT STAFF

# District	##	District	Name	Designation	Organisation	Contact/Cell	Email / Remarks
1	1	Duki	Wazir Khan Siyal	Assistant Director	LG Dept		
1	2	Duki	Mr. Haji Muhammad Azam	Chief Officer	LG Dept		
2	3	Loralai	Muhammad Kaleem	Asst Director	LG Dept	0312-2932691	
2	4	Loralai	Naseer Khan	Chief Officer	LG Dept		
3	5	Zhob	Fazarl Qader	Asst Director	LG Dept		
3	6	Zhob	Bostan	Chief Officer	LG Dept		
4	7	Killa Abdullah	Asmatullah Bazai	Asst Director	LG Dept		
4	8	Killa Abdullah	Rozina Wardag	Senior Development Officer	LG Dept		
5	9	Pishin	Haji Khurshid	Asst Director	LG Dept		
5	10	Pishin	Kaleem Ullah	Chief Officer	LG Dept		
6	11	Jhal Magsi	Addullah Magsi	UC Secretary	LG Dept		
6	12	Jhal Magsi	Misri Khan	UC Secretary	LG Dept		
7	13	Khuzdar	Mir Abdul Razaq Zehri	Senior Asst Director	LG Dept		
7	14	Khuzdar	Kashif Amar	Assistant Engineer	LG Dept		
8	15	Washuk	Jan Muhammad	Asst Director	LG Dept	03337777496	
8	16	Washuk	Izzat Ullah	Chief Officer	LG Dept	03333917489	
9	17	Kech	Shoaib Nasir	Asst. Director	LG Dept	03337943456	
9	18	Kech	Abdullah	Development Officer	LG Dept	03333279023	

## ANNEX 5.4 PARTICIPANTS NATIONAL AND PROVINCIAL STAKEHOLDERS

# District	##	Federal/Prov.	Name	Designation	Organisation	Contact/Cell	Email / Remarks
0	1	Province	Ahmad Raza Khan	Secretary	LGRDD		Chief Guest/Official Opening
0	2	Province	Gul M Mengal	Sep Secretary	LGRDD		Chief Guest/Official Opening
0	3	Province	Khadim Hussain	Secretary	Bal. LG Board		Chief Guest/Official Closing
0	4	Province	Niamat Babar	Director General	BRDA		Chief Guest/Official Closing

## Annex 6 PARTICIPANTS DSA BUDGET

### Expected total cost (against IE Budget) of DSA/TA Budget for Participants TA-DC Topic-2 Training Course

The Three-Days TA-District Coordination TOPIC 2 Training course was held in Quetta at the BRDA and the participants are

- 5 TA-DCs, and 7 TA-ADC 12 pp
  - 2 Representative from each District Deputy Commissioners Office 18 pp
  - 2 representatives from each District Local Government Department 18 pp
  - 1 representative from the BRSP/NRSP 9 pp
- The participants will be entitled to the DSA/Transport Allowances of the TA Project. Payment will take place on the last day, after verification of attendance to the course. TA-QTA-OM will support the participants to fill out the TA Project DSA/TA Requisition Form
  - DSA/TA Allowances are charged against the TA IE against the approved DSA/TA Rates Schedule and EUD approval has been obtained for this Induction DSA/TA Budget
  - DSA/TA claim estimates presented below are indicative and may differ if actual travel times and possible night stay change. The actual entitlements will be recorded in the final DSA/TA Requisition Form used for IE Budget Claiming.
  - The table below specifies the targeted participants. The actual list may be less due to last minute non-attendance. The actual participants list will be used to make the Claim from the IE Budget. Participants from far away district require an extra day DSA
  - The table on the next page specifies by participant, his/her DSA/TA Claim and is to be used for administrative purposes as well.

**Costing of the October 2021 TA DC TOPIC 2 Training Course at the BRDA in Quetta - SUMMARY**

- (a) Budget Costing is based on the course program and on the indicative costs/rates and quantities. The amounts calculated are to be used as indicative ceiling amounts to seek EUD approval. The costs are expected to be within the indicated ceiling amounts presented below.
- (b) **The final IE Claim will be based on competitive cost quotations, and based on actuals rates & quantities.**

## Annex 8 DC TRAINING CALENDAR

The DC Training Course starts with an Induction Course and then provides training in four Capacity Building Areas in four training events. It could be that one CB area may require more than one training event, in which case the Training Calendar will be accordingly adjusted.

<b>Scheduled date</b>	<b>Nov 2019</b>	<b>January 2020</b>	<b>February 2020</b>	<b>April 2020</b>	<b>June 2020</b>	<b>August 2020</b>
<b>Actual date</b>	Dec 2019	July 2021	October 2021	December 2021	As required on demand of LGRDD	February 2021
	<b>INDUCTION</b>	<b>TOPIC1</b>	<b>TOPIC 2</b>	<b>TOPIC 3</b>		<b>TOPIC 4</b>

<b>0) INDUCTION COURSE</b>						
	<b>1) BOTTOM-UP COMMUNITY APPROACH</b>					
		<b>2) TOP-DOWN GoB LG SYSTEMS</b>				
	<b>3) INTEGRATE THE CIs WITH LG SYSTEMS UNDER A GoB CDLG FRAMEWORK</b>					
			<b>4) MAINSTREAM GoB CDLG BEYOND THE 9 BRACE DISTRICTS</b>			

The scheduled timings of the Training Events were made pre-Covid Lockdowns. The actual timings of the Training Events will be finalized a few weeks prior to each training event, also on the basis of the feed-back received from the trainees in the earlier training events. The schedule is flexible and will allow the insertion of Additional Training Events (still to be decided what and when)

**ALIGNMENT OF DC COURSES WITH POLICY REFORMS:** The sequencing of these DC Training Events is aligned with the PROVINCIAL SUPPLY-DRIVER TOP-DOWN Policy Reforms which the TA Project is pursuing the GoB. These TOP-DOWN SUPPLY DRIVERS aim at a GoB Community-Driven Local Government (CDLG) Policy that is triggered by:

<b>Provincial level CLLG Policy Reforms</b>	<b>2019 &gt;&gt;</b>	<b>2020 &gt;&gt;</b>	<b>2021 &gt;&gt;</b>	<b>From July 2022</b>
	<b>Launch GoB SCC LGRD</b>	<b>Develop JDDC ToR GoB CLLG Policy</b>	<b>JDDC Notification + implement in 9 BRACE Districts Finalize GoB CLLG Policy</b>	<b>Adopt GoB CLLG Policy Mainstream CLLG in all Districts of Balochistan</b>

### Recurring Training Activities

- ❖ **Registration:** Takes place at the start of the course and every morning of a training day. Payment of DSA and TA is proportional to presence as validated by the registration sheet.
- ❖ **Recap:** takes place at the start of each next day, The Moderator/DC Course Coordinator is to make the Recap an interactive/participatory exercise,
  - using quiz techniques
  - inviting quick comments from the participants
  - reflection on day before
- ❖ **Formation /Update of BRACE DC WhatsApp Group.** At the start a “TA-DC-Training Course” Group App will be activated, to facilitate communications amongst the group members and with the TA-DC Course Coordinator. App Manager will be the TA-IT/MIS Specialist, Bilal Ahmed.
- ❖ **Formation of Google Drive Group:** A shared Google Group link will be created, to store file documents and exchange information. A simple FOLDERS structure will be created. Google Group Manager will be the TA-IT/MIS Specialist, Bilal Ahmed

### Rule of Thumb on Structuring PPT and Time-Budget of a Lecture

- ❖ One clear PPT slide will have max 5 to 8 bullets points and it may take 5/10 minutes to discuss properly each slide, this means that for one hour, we should plan for around 10 PTT slides
- ❖ Each PPT Slide has Presentation Notes
- ❖ Training Materials are discussed with the Trainee during the training session and are then issued as “home-work” or as relevant background reading materials to be stored in the PDC Procedures Manual or n the DC USB stick.
- ❖ A limited number of Hard copies of Training Materials will be issued. These will contain summary or reference tables, and/or clarifying charts or graphs which the trainees can use in their work environment or use to discuss the DC topics with other District Stakeholders
- ❖ Soft copies will be shared with the Trainees through the DC-Google-Group-Drive/Dropbox facility, allowing the trainee to download this material on the USB Stick issued with the DC Policy & Procedures Manual



## Balochistan Rural Development & Community Empowerment Programme BRACE Technical Assistance Project

### BRACE DISTRICT COORDINATION WHATSAPP GROUP – USER PROTOCOL

- At the start of the DC Course a “DC Whats-App Group Account will be activated.
- This WA Group is to facilitate communications amongst the group members and with the TA-DC Course Coordinator,
- With the WA we can quickly share short messages, pictures etc., with the whole group, and to some extent we can also share documents through WhatsApp, but for document sharing we will use Google Drive
- The Google Drive Group Manager is TA-IT/MIS Specialist, Bilal Ahmed:  
EM: [bilal69ahmed@gmail.com](mailto:bilal69ahmed@gmail.com) Mobile: 0300-3835532
- You can also contact the DDC BRACE TA Nazar Khetran for support.  
EM: [nazarkhetran@yahoo.com](mailto:nazarkhetran@yahoo.com) Mobile :0333-7829845

#### WA GROUP user-protocol:

- WhatsApp group name: **DCBRACETA**
- Kindly share your WhatsApp (Phone) Number so we can add you to group, or
- Group members can also send a request to Gmail Account [DCBRACETA@gmail.com](mailto:DCBRACETA@gmail.com) requesting to be added to the in WhatsApp group.
- Share only relevant short training messages with the WA group as a whole.
- Don't get into in-depth conversations or repetitive arguments
- Do not spam the group, avoid personal comments to each other, avoid sharing religious and unethical texts, pictures, videos and political messages in this group.
- Don't leave the group without informing the reason to group administrator



## Balochistan Rural Development & Community Empowerment Programme BRACE Technical Assistance Project

### **BRACE DISTRICT COORDINATION GOOGLE-DRIVE GROUP – USER PROTOCOL**

- At the start of the DC Course a “DC-Google-Drive Group “[DCBRACETA@gmail.com](mailto:DCBRACETA@gmail.com)” will be activated.
- This Google-Drive Group is to facilitate communications amongst the group members and with the TA-DC Course Coordinator.
- The shared Google Drive Group will allow us to store and share soft copies of documents and exchange information.
- The Google Drive Group Manager is TA-IT/MIS Specialist, Bilal Ahmed:  
EM: [bilal69ahmed@gmail.com](mailto:bilal69ahmed@gmail.com) Mobile: 0300-3835532
- You can also contact the DDC BRACE TA Nazar Khetran for support.  
EM: [nazarkhetran@yahoo.com](mailto:nazarkhetran@yahoo.com) Mobile :0333-7829845

#### **Google-Drive-Group User Protocol**

- The group members will receive an email with the link of the [DCBRACETA@gmail.com](mailto:DCBRACETA@gmail.com) Google Drive Group, please send feed-back by email that you have received this invitation.
- You cannot edit uploaded documents or upload documents,
- But you can inform the Google Drive Group manager, by emailing that you want to add or edit any document and then share that document with the Google Drive Manager. Only share documents relevant to the BRACE Programme.
- Google Drive Group uses the participants’ email addresses.
- If something is wrong, and you need assistance, then you can use WhatsApp to report it to the Google Drive Administrator
- A simple Folder structure in Google Drive Group will be used for you to quickly find the right document in the Google Group Drive
  - Folder 000 – DC ADMINISTRATIVE FORMS/DOCUMENTS
  - Folder 00: - DC GENERAL ISSUES
  - Folder “0 – INDUCTION COURSE DOCUMENTS (DECEMBER 2019)”
  - Folder “1 - BOTTOM-UP APPROACH (CI)”
  - Folder “2 - TOP DOWN GoB LG SYSTEMS”
  - Folder “3 - INTEGRATE CIs WITH LG SYSTEMS UNDER CDLG”
  - Folder “4 - MAINSTREAM GoB CDLG BEYOND 9 DISTRICTS”
  - Folder “5 – TECHNICAL BACKGROUND DOCUMENTS”
  - Folder “6 – OTHER TRAINING COURSES”
- If you want to edit Documents then you can use your USB Stick, which you can use also to pass on documents to other non-trainee staff

# POWERPOINT (PPT) TEMPLATE - BRACE TA DC TRAINING COURSE

- All training Modules/Topics presentations will use the TA DC Training Course PPT Template
- PPT files have a simple file naming structure

Module	Description	Version
99-	Any description the creator wants to use	V1/2/etc.

For example, **02-BRACE Programme Description and Objectives-V4**  
**02-EU Communication & Visibility-V1**  
**13-Project Monitoring and Evaluation in CM/CE processes-V1**  
**13-Differences in M&E Tools/Approaches between CM and LG-V3**

- The PPT Files are maintained by TA-IT/MIS Specialist, Bilal Ahmed: EM: \_\_\_\_\_, Mobile: \_\_\_\_\_. Guidance can be provided to the Lecturer. Trainer
- The template presented below is provided in a separate PowerPoint TEMPLATE File and the two opening slides of each presentation remain the same:



See below Template to be used and use PPT Application and enter Module ## in top-right box



## Annex 10 DC TRAINING COURSE – DETAILS TRAINING MODULES

The Top-Down system of the Local Government Department of the Government of Balochistan is the important area to be covered under the Topic-2 course.

The 18<sup>th</sup> amendment in the Constitution of Pakistan allowed the provinces to practice authority and legislation for the province on the government departments. The Government of Balochistan (GoB) developed and adopted the Local Government Act 2010 which provided an institutional umbrella and guidance to enhance and strengthen local government in the province. It led to development of other Acts like the Public Finance Management Act, Rules of Business, Local Council Grants Committee (LCGC), Financial Rules etc.

The purpose was to ensure a system of local government at the Union Council level which would be able to initiate rural development through an integrated approach with the line departments of the GoB. The BRACE TA project is also working to strengthen the local government department by proposing reforms in the Local Government Act 2010 to include the community institutions as stakeholders and establish an institutional setup at the district level. The purpose of creating an institutional setup is to ensure that local governance could be planned by the communities and the GoB together and have policies and procedures in place that would allow a streamlined process of local governance initiatives at the community level.

This TOPIC 2 training intends to explain

- a. The entire structure and function of the local government from the provincial to union council level
- b. Intends to briefly touch upon the expected outcome of the proposed reforms and the policy (in development) on the local governance and rural development.

The following topic are expected to enhance the knowledge of the staff at the district level from the offices of the deputy commissioners, local government, BRSP/NRSP, BRACE TA on the systems of the local government from a Top-Down perspective.

Module	Training Event / Module / Topic	Lecturer/Trainer/Res. Person	Duration	Module/Topic: Materials/Details
	<b>TOPIC 2 – DAY 1 – 07/10/21</b>			
	<b>Formal Opening at 9:00 am</b>	<b>DDC+ OM</b>	<b>20 Minutes</b>	
	<ul style="list-style-type: none"> <li>• Registration</li> <li>• Recitation from the Holy Quran</li> <li>• Formal Welcome and formal Opening</li> </ul>	<ul style="list-style-type: none"> <li>• OM</li> <li>• Volunteer Participant</li> <li>• DDC</li> </ul>		<ul style="list-style-type: none"> <li>• Prepare list of participants with their names printed from the nomination letters for registration and attendance</li> <li>• Opening by DG BRDA</li> <li>• Formal opening DDC</li> </ul>
	<b>(Self-)Introduction &amp; Intro of Training Programme</b>	<b>DDC</b>	<b>20 Minutes</b>	
	<ul style="list-style-type: none"> <li>• Self-Introduction Round</li> <li>• DC CB/Training Course Design/Training Calendar</li> <li>• Topic 2 – Training Course – Modules and Topics (file)</li> <li>• Inventory Trainees expectations&gt;write 3 on sticker&gt;for use later</li> </ul>	<ul style="list-style-type: none"> <li>• DDC</li> <li>• DDC</li> <li>• DDC</li> <li>• OM</li> </ul>		<ul style="list-style-type: none"> <li>• Give Mic. to Participants</li> <li>• Instructions for Expectations</li> <li>• Provide Markers</li> <li>• Distribute cards / markers prior</li> <li>• Distribute file</li> </ul>
	<b>Tea-break</b>	<b>OM</b>	<b>20 Minutes</b>	
<b>1.0</b>	<b>Local Government Act 2010 and Possible Reforms</b>	<b>LGRDD / BRDA</b>	<b>3.00 Hours</b>	
	<ul style="list-style-type: none"> <li>• Introduction, Background, History and Importance of</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Abdul Manaf</li> </ul>		<ul style="list-style-type: none"> <li>• Use Power Point presentation prepared</li> </ul>

	<p>Local Government</p> <ul style="list-style-type: none"> <li>• Structure of Local Government in Balochistan in the light of the constitution (New Structure)</li> <li>• Elections of Local Council (Timeline and Processes, Delays, Reasons)</li> <li>• Constitution / composition of local councils at District and UC level</li> <li>• Functions of Local Councils at UC level</li> </ul>	<ul style="list-style-type: none"> <li>• Ms. Sadaf</li> <li>• Dr. Muhammad Arif</li> </ul> <p><b>Resource Persons</b></p> <ul style="list-style-type: none"> <li>• AO / LGRDD – Mr. Farooq</li> <li>• TA DTL</li> </ul>		<p>on the provided template</p> <ul style="list-style-type: none"> <li>• Provide Training material to be added to the module file</li> <li>• Involvement of participants</li> <li>• Question and Answer</li> <li>• Handouts</li> <li>• Evaluation</li> </ul>
	<b>Lunch-break</b>	<b>OM</b>	<b>1h 30 Minutes</b>	<b>Lunch and Prayers</b>
<b>2.0</b>	<b>Local Government Finance</b>	<b>BRDA</b>	<b>3.00 Hours</b>	
	<ul style="list-style-type: none"> <li>• Balochistan Local Council Grants Committee (LCGC) or Provincial Finance Commission (PFC)</li> <li>• Accounts of local council</li> <li>• Budget Preparation and Approval</li> <li>• Financial Powers of Local Government at District Level</li> <li>• Divisional Coordination Committees / District Coordination Committees (Functions and Powers)</li> </ul>	<ul style="list-style-type: none"> <li>• Ms. Lalarukh</li> <li>• Dr. Muhammad Arif</li> <li>• Ehsan Ullah</li> </ul> <p><b>Resource Persons</b></p> <ul style="list-style-type: none"> <li>• TA STA</li> </ul>		<ul style="list-style-type: none"> <li>• Use Power Point presentation prepared on the provided template</li> <li>• Provide Training material to be added to the module file</li> <li>• Involvement of participants</li> <li>• Question and Answer</li> <li>• Handouts</li> <li>• Evaluation</li> </ul>
	<b>Tea-break</b>	<b>OM</b>	<b>20 Minutes</b>	
	<b>Winding Up Day 1</b>	<b>TA</b>	<b>30 Minutes</b>	
	<ul style="list-style-type: none"> <li>• Possible reforms proposed by TA BRACE to the Local Government Act 2010</li> <li>• Expected Reforms in the Local Government Act</li> <li>• Discussion on the Proposed Reforms</li> </ul>	<ul style="list-style-type: none"> <li>• DDC</li> </ul>		<ul style="list-style-type: none"> <li>• Use Power Point presentation prepared in the provided template</li> </ul>

	<b>TOPIC 2 – DAY 2 – 08/10/21</b>			
	<b>RECAP of Day 1 Activities (09:00 am)</b>	<b>DDC</b>	<b>30 Minutes</b>	
	<ul style="list-style-type: none"> <li>• Recap on the learning of LGA Acts and reasons for possible Reforms</li> <li>• Recap on the procedure of LCGC and its Functions</li> </ul>	<ul style="list-style-type: none"> <li>• Training Participants (DDC and Lecturers to facilitate)</li> </ul>		<ul style="list-style-type: none"> <li>• Involve DC / LG Staff</li> <li>• Make Interactive</li> <li>• Review Day – 1</li> </ul>
<b>3.0</b>	<b>Public Finance Management and District Financial Regulations</b>	<b>OPM</b>	<b>1h 30 Minutes</b>	
3.1	<ul style="list-style-type: none"> <li>• Introduction of Public Finance Management and Explanation of PFM Act</li> <li>• Structure of the Government Budget: Development and Non-Development</li> <li>• Resource Transfers (National Finance Commission Award (Federal to Provincial)</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Fakhar Ud Din</li> </ul> <p><b>Resource Persons</b></p> <ul style="list-style-type: none"> <li>• Dr. Muhammad Arif</li> </ul>		<ul style="list-style-type: none"> <li>• Use Power Point presentation prepared on the provided template</li> <li>• Provide Training material to be added to the module file</li> <li>• Involvement of participants</li> <li>• Question and Answer</li> <li>• Handouts</li> <li>• Evaluation</li> </ul>

	<b>Tea-break</b>	<b>OM</b>	<b>20 Minutes</b>	
	<b>Public Finance Management and District Financial Regulations (Continued)</b>	<b>OPM</b>	<b>1h 45 Minutes</b>	
3.2	<ul style="list-style-type: none"> <li>Local Council Grants Committee (Provincial Finance Commission – PFC) TORs</li> <li>Government Budget and Cash flows (LGRDD)</li> <li>Accounting and Reporting: Role of DDOs in monitoring and controlling expenditure within LG System</li> <li>Consolidated Fund / Public Account</li> </ul>	<ul style="list-style-type: none"> <li>Mr. Fakhar Ud Din</li> </ul> <b>Resource Persons</b> <ul style="list-style-type: none"> <li>Dr. Muhammad Arif</li> </ul>		<ul style="list-style-type: none"> <li>Use Power Point presentation prepared on the provided template</li> <li>Provide Training material to be added to the module file</li> <li>Involvement of participants</li> <li>Question and Answer</li> <li>Handouts</li> <li>Evaluation</li> </ul>
	<b>Lunch break</b>	<b>OM</b>	<b>1h 30 Minutes</b>	
<b>4.0</b>	<b>Public Sector Development Plan (PSDP)</b>	<b>P&amp;DD</b>	<b>1h 30 Minutes</b>	
	<ul style="list-style-type: none"> <li>Development Budget</li> <li>Planning Commission (PC): Project Cycle PC 1/2/3/4/5 GoB and LGRDD</li> <li>PSDP Preparation in Balochistan – Budget Call &gt; Proposals &gt; Adoption</li> </ul>	<ul style="list-style-type: none"> <li>Mr. Najeebullah</li> </ul> <b>Resource Persons</b> <ul style="list-style-type: none"> <li>TA STA</li> </ul>		<ul style="list-style-type: none"> <li>Use Power Point presentation prepared on the provided template</li> <li>Provide Training material to be added to the module file</li> <li>Involvement of participants</li> <li>Question and Answer</li> <li>Handouts</li> <li>Evaluation</li> </ul>
	<b>Tea-break</b>	<b>OM</b>	<b>20 Minutes</b>	
<b>5.0</b>	<b>Development working parties / committees of P&amp;DD</b>	<b>P&amp;DD</b>	<b>1 Hour</b>	
	<ul style="list-style-type: none"> <li>Composition, TOR / functions and actual working process of Provincial Development Working Party, Divisional Development Working Part, District Development Working Party and Departmental Sub-committees.</li> <li>Explain to what extent the working parties and committees carry out area or inter sector development coordination</li> <li>Streamlined Joint District Development Committee (JDDC)</li> <li>District Development Strategy and Plan (DDSP)</li> </ul>	<ul style="list-style-type: none"> <li>Mr. Najeebullah</li> </ul> <b>Resource Persons</b> <ul style="list-style-type: none"> <li>DDC</li> </ul>		<ul style="list-style-type: none"> <li>Use Power Point presentation prepared on the provided template</li> <li>Take input from DDSP Lead Consultant</li> <li>Provide Training material to be added to the module file</li> <li>Involvement of participants</li> <li>Question and Answer</li> <li>Handouts</li> <li>Evaluation</li> </ul>

<b>TOPIC 2 – DAY 3 – 09/10/21</b>				
	<b>RECAP of Day 2 Activities (09:00 am)</b>	<b>DDC</b>	<b>30 Minutes</b>	
	<ul style="list-style-type: none"> <li>Recap on the learning of the PFM Acts and district financial rules</li> <li>Recap on the learning of the PSDP planning and</li> </ul>	<ul style="list-style-type: none"> <li>Training Participants (DDC and BRDA Lecturers to facilitate)</li> </ul>		<ul style="list-style-type: none"> <li>Involve DC / LG Staff</li> <li>Make Interactive</li> <li>Review of Day – 2 Activities</li> </ul>

	budgeting			
<b>6.0</b>	<b>Rules of Business of the Local Government Department / S&amp;GAD 2012</b>	<b>LGRDD / BRDA</b>	<b>2 Hours</b>	
	<ul style="list-style-type: none"> <li>• Functions of the Local Government and Rural Development Department</li> <li>• Specify Tasks in the Municipal and the Rural Mandated Areas</li> <li>• Balochistan Public Procurement Regulatory Authority Rules (2009/2014)</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Abdul Bari Shah</li> <li>• Dr. Muhammad Arif</li> </ul> <b>Resource Persons</b> <ul style="list-style-type: none"> <li>• Secretary BLGB</li> <li>• Focal Person BRACE</li> </ul>		<ul style="list-style-type: none"> <li>• Use Power Point presentation prepared on the provided template</li> <li>• Provide Training material to be added to the module file</li> <li>• Involvement of participants</li> <li>• Question and Answer</li> <li>• Handouts</li> <li>• Evaluation</li> </ul>
	<b>Tea-break</b>	<b>OM</b>	<b>20 Minutes</b>	
<b>7.0</b>	<b>Community Led VDP, UCDP, DDP</b>	<b>BRSP / TA</b>	<b>1h 30 Minutes</b>	
	<ul style="list-style-type: none"> <li>• Explain how CIs prepare bottom-up CI VDP/UCDP/DDP</li> <li>• PIM (Procedures and Processes)</li> <li>• Present Samples of CI-VDP/UCDP &gt; show match / differences GoB DDPs</li> <li>• Present BRSP / MIS where VDP / UCDP are stored</li> <li>• Explain what VDPs/UCDPs COVERS and what not</li> <li>• Discussion and Questions Answers</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Allahdad</li> </ul> <b>Resource Persons</b> <ul style="list-style-type: none"> <li>• DDC</li> </ul>		<ul style="list-style-type: none"> <li>• Show on power point</li> <li>• Take input from DDSP Lead Consultant</li> <li>• Use internet and BRSP MIS</li> <li>• Show examples of VDPs/UCDPs</li> <li>• Question and Answer</li> <li>• Handouts</li> </ul>
	<b>Lunch break</b>	<b>OM</b>	<b>1h 30 Minutes</b>	<b>Lunch break</b>
<b>8.0</b>	<b>Proposed / Envisioned Community Led Local Governance CLLG Program</b>	<b>LGRDD / TA</b>	<b>1 Hours</b>	
	<ul style="list-style-type: none"> <li>• Objectives of Community Led Local Government Policy (A Brief)</li> </ul>	<ul style="list-style-type: none"> <li>• STA</li> </ul> <b>Resource Persons</b> <ul style="list-style-type: none"> <li>• Secretary Local Government</li> <li>• Focal Person BRACE</li> </ul>		<ul style="list-style-type: none"> <li>• Use Power Point presentation prepared on the provided template</li> <li>• Involvement of participants</li> <li>• Question and Answer session</li> </ul>
	<b>Tea-break</b>	<b>OM</b>	<b>20 Minutes</b>	
	<b>Formal Closure by STA and Secretary / Deputy Secretary LGRDD / DG BRDA / TA Team Leader</b>	<b>LGRDD / BRDA / TA</b>	<b>1 hour</b>	
	<ul style="list-style-type: none"> <li>• Formal Closure by TA STA / TL</li> <li>• Formal Closure by Secretary / Deputy Secretary LGRDD / DG BRDA</li> <li>• Distribution of Completion Certificates</li> <li>• Pay outstanding DSA / TA: &gt; Signed Att. Reg + Req. Form</li> </ul>	<ul style="list-style-type: none"> <li>• DDC</li> <li>• LGRDD / BRDA</li> <li>• DDC</li> <li>• OM</li> </ul>		<ul style="list-style-type: none"> <li>• DDC</li> <li>• IT/MIS – DDC</li> <li>• STA Closure</li> <li>• Secy. LGRDD</li> <li>• OM</li> </ul>

## Annex 11 DC TRAINING COURSE – LECTURERS, TRAINERS, RESOURCE PERSONS AND CONTRACT FORMAT

**CONTRACT STATUS:** External Lecturer (EL) and Resource Person (ER) is entitled to TA-Contract.

<b>EXTERNAL LECTURERS (EL) and RESOURCE PERSONS – INDUCTION COURSE – DEC 2019</b>						
#	Name	Title/Designation	Organization	Contact/Cell-EM	Expertise Areas/Modules	Contract
ER1	Ms Zainab Kakar	Manager Communication and Visibility	BRSP		RSP: PSC - CO – VO – LSO – CPI – VDP – UC DP – DDP	Resource Person
ER2	Sirajul Haq Ghauri	Sr Manager Programmes	BRSP	0321 5880045	RSP: PSC - CO – VO – LSO – CPI – VDP – UC DP – DDP	Resource Person
ER3	Iqbal	DG BRDA	LGRDD		LG/Provincial-District Government/Policy/PEA	Resource Person
ER4	Khadeem Hussain	Secy BLGB	LGRDD	0321 8018034	Financial implications of LG System in Balochistan	Resource Person
ER5	Saleh Muhammad Nasar	Secy	LGRDD	333 7880735	LGO2001	Resource Person
ER6	Gul Jan	DS	LGRDD			Resource Person
EL1	Kaleem Ullah Hotak	Local Govt/NGO Expert	Consultant	0333 7893351 <a href="mailto:kalinhotaki@yahoo.com">kalinhotaki@yahoo.com</a>	NGO/ RSP/ Community Mobilization / Local govt/Social sectors: Educ/Nutrition/ Surveys/Reporting	External Lecturer
EL2	Fakhar-ud-Din	Budget Expert/OPM	Consultant	0333 7861273	District Budget	External Lecturer
EL3	Rehana Khilji	Gender Consultant	Consultant		Gender/Inclusive Community Mobilization/Empowerment	External Lecturer
EL4	Muhammad Hanif	Cons/Ret DG BRDA	Consultant	033 7856510	District Government	External Lecturer
EL5	Najeeb-Ullah Khan	Planning Expert/OPM	Consultant	0333 7849848	District Development Planning	External Lecturer
EL6	Faisal Jamal	Cons/Ex Secy BLGB	Consultant	0300 7881341	Local Government Act 2010	External Lecturer
EL7	Hamayun Sabir	Cons/Ex Dir LGRD	Consultant	0334 0003666	Political Economy LG Sector	External Lecturer
EL8	Ghulam Mustafa	PFM Specialist	Consultant		District PEFA	External Lecturer
EL9	Omar Hayat	Ex-Director LG	Consultant		Data Collection/Analysis, M&E	External Lecturer
EL10	Rafiullah Kakar	PEA Expert	Consultant		Political Economy LG Sector	External Lecturer

## POOL OF EXTERNAL LECTURERS (EL) and RESOURCE PERSONS for DC Training Topic 1 July 2021

#	Name	Title/Designation	Organization	Contact/Cell-EM	Expertise Areas/Modules	Contract
EL1	Dr. Shahnawaz Khan	Team Leader BRACE	BRSP	03009381938	Community Mobilization and Empowerment	External Lecturer
EL2	Mr. Munir Rana	Senior Engineer	BRSP	03342403381 EM	Community Physical Infrastructure Schemes	External Lecturer
EL3	Mr. Imtiaz Hussain	Coordinator CIF	Consultant	03159830530	Community Investment Funds	External Lecturer
EL4	Mr. Ghulam Murtaza	Manager Livelihoods	BRSP	03458213232 EM	Income Generating Grants	External Lecturer
EL5	Ms. Fatima Khan	Gender and Development Manager	BRSP	03337886677 EM	Gender/Inclusive Community Mobilization/Empowerment	External Lecturer
EL6	Mr. Wazir Khilji	Coordinator PWDs	BRSP	03458312043 EM	Persons with Disabilities	External Lecturer
EL7	Mr. Akbar Khan	Manager Social Mobilization	BRSP	03458160516 EM	Social Mobilization and Community Institutions	External Lecturer
EL8	Mr. Allah Dad	Coordinator SM	BRSP	03013772433 /03322822876	Community Institutions / Local Support Organizations, Village Organizations	External Lecturer
EL9	Dr. Arif Mengal	Deputy Director	BRDA	03337934905 EM	Community Mobilization Tools (PSC, CRP, CAT)	External Lecturer
ER10	Ms. Lala Rukh	Research Officer	BRDA	03337902696 EM	Monitoring and Evaluation	External Resource Person
ER11	Mr. Gul Jan Mengal	Focal Person (BRACE)	LGRDD	03458169345 EM	Local Government and Rural Development	External Resource Person

## EXTERNAL LECTURERS (EL) – TOPIC 2 – OCTOBER 2021

#	Name	Title/Designation	Organization	Contact/Cell-EM	Expertise Areas/Modules	Contract
EL	Mr. Abdul Manaf	Deputy Director General	BRDA	03337808335	Local Government Act and Structure	External Lecturer
EL	Ms. Sadaf Ali Raza	Lecturer	BRDA	03330204077	Elections of Local Council, Constitution / composition of local councils, functions of Local Councils	External Lecturer
EL	Mr. Niamat Ullah Babar	Director General	BRDA	03218018796	Balochistan Local Council Grants Committee (LCGC) or Provincial Finance Commission (PFC), Accounts of local council	External Lecturer
EL	Ms. Lalarukh	Lecturer	BRDA	03337902696	Budget Preparation and Approval, Financial Powers of Local Government at District Level, Divisional Coordination Committees / District Coordination Committees	External Lecturer
EL	Mr. Fakhar Ud Din	Public Finance Expert	Oxford Policy Management	03337861273	Public Finance Management and District Financial Regulations	External Lecturer
EL	Mr. Najeebullah Babri	Chief Foreign Aid	Planning and Development Department, GoB	03337849848	Public Sector Development Plan (PSDP) and Development working parties / committees	External Lecturer
EL	Mr. Abdul Baari	Lecturer	BRDA	03337936948	Functions of the Local Government and Rural Development Department and Specify Tasks in the Municipal and the Rural Mandated Areas	External Lecturer
EL	Dr. Arif Mengal	Deputy Director General	BRDA	03337934905	Balochistan Public Procurement Regulatory Authority Rules (2009/2014)	External Lecturer
EL	Mr. Allahdad	Manager Social Mobilization	BRSP	03013772433	Social Mobilization	External Lecturer
IL	Mr. G.M.Marri	Senior Technical Advisor	TA BRACE		Policy and Reforms	Internal Lecturer



**Balochistan Rural Development & Community Empowerment Programme**  
**BRACE Technical Assistance Project**

Quetta, Date \_\_\_\_\_

To \_\_\_\_\_

Subject: **Contract Award Letter – Lecturer DC Training Topic 2: Top-Down GoB, Local Government Systems.**

Dear Sir / Madam,

I am referring to your correspondence / communication on the subject above and confirm the dates of the District Coordination (DC) TOPIC 2 Training Course to be held at the Balochistan Rural Development Academy, Western Bypass, near Jabal-e-Noor Quetta, on 07-08-09 October 2021.

The BRACE Programme TA component (implemented by DAI/Human Dynamics) has scheduled the District Coordination TOPIC 2 Course, as part of a capacity-building and training programme that targets a “critical mass” of district and provincial level officials and selected RSPs representatives, who are to play a key role in the anticipated reforms that will promote Community Led Local Government (CDLG) in Balochistan (**Annex 1: List of Participants**). The training program is attached as **Annex 2**.

Details on the contract award conditions are provided in **annex 3**, and your agreed contribution is to the TOPIC 2 Course Module

Deliverable: \_\_\_\_\_

Delivery on \_\_\_\_\_

Payment As per agreed term & conditions in Annex 3 after the submission of the training Report

In Case you have any questions, please contact the TA Director District Coordinators (Mr. Nazar Muhammad Khetrان), who is the DC Training Course Coordinator; EM [nazarkhetran@yahoo.com](mailto:nazarkhetran@yahoo.com), or Mob: 0333 7829845.

Looking forward to your valuable contributions to the training course.

*Peter R Portier*

Team Leader  
BRACE TA Project

CC:

- i. Director District Coordinators TA Team
- ii. Office Manager BRACE TA Team

Annexes

- 1 List of Participants
- 2 DC Training Course TOPIC 2 Training Programme
- 3 Contract Award Conditions

## **ANNEX 3 CONTRACT AWARD LETTER - DC TRAINING COURSE TOPIC 2**

Name \_\_\_\_\_ Signature/Date \_\_\_\_\_

Contact EM: \_\_\_\_\_ Mobile \_\_\_\_\_

Remuneration for this assignment is Rs. \_\_\_\_\_ and requires the following deliverables

- PPT presentation in PPT NOTE form, and PPT update if required
- Relevant hand-outs and other training Materials
- Filled Out Course Module Evaluation Form
- Delivery of the Training Module in the DC Training Course

(a) Preparation The DC-Training Module contract provides you 3-person/days of input to prepare the PPT presentation and one copy of all hand-outs and other training materials you wish to provide to the trainees

In case of hard copy hand-outs, you only have to provide one copy, or the link reference from where we can download the required materials. The TA Project will be responsible for printing the required number of hard copy hand-outs

(b) Presentation Delivery at the BRDA Institute, requires half-a-day presence; to prepare, deliver, and complete the group evaluation forms after your delivery.

Please bring along your laptop or a USB stick with the (final) PPT presentation

The PPT will consist of 10 to 15 slides, in the PPT "NOTES" format, following the attached District Coordination Course PPT Template.

In addition to the NOTES you may prepare written talking points if required

(c) Evaluation You are allocated half-a-day input to provide to the TA project the (a) Trainer/Lecturer Module Evaluation, following the DC Course Evaluation Template, and (b) any an update to the Training Materials and/or the PPT Presentation, based on your evaluation. To be completed within 3 days after delivery of the training

Note: At the end of the presentation the Trainees will carry out a quick group evaluation, to be administered by the DC Course management, and these findings will be shared with you

(d) Contract Payment will be made after delivery of the training and receipt by the TA of the Evaluation Form and any updates you will provide on your Training Module and/or training materials.

All materials prepared will also become the property of the TA project.

(e) Follow-up If you are being called, to make another presentation/delivery on the same Module/Topic then proportional time inputs will be calculated and remuneration will be calculated accordingly.

(e) Remuneration The remuneration is based on a day-rate, or a proportional half-day. The total remuneration for a full 4-days input and the deliverables as specified is a maximum of Rs. \_\_\_\_\_.

## Annex 12 POLICY AND PROCEDURES MANUAL

Another key feature of the DC Training will be the **TA District Coordination “Policy & Procedures Manual”** (TA-DC-PM).

This Policy & Procedures Manual will consist of a hard copy loose-leave binder and a USB stick with the soft-copies. The PM will contain

- (a) the DC training modules, which can then be used by the participant to explain in his district to a wider group of officials, what was presented in the TA-DC-Course.
- (b) Relevant background materials, that can be shared (soft copies) with the wider group of District level officials, to further enhance the understanding and rationale behind the reforms being proposed.
- (c) “Home-work”/tasks to be performed by a trainee upon return to office, including the feedback from the trainee, to ensure that proposed tasks and reforms are indeed practical and realistic and can be implemented at (sub-)district level, to work towards a GoB Community-Led Local-Development (CDLD) sector policy
- (d) District Development Plan (DDP) templates, formats and procedures. The DDP is the key instrument, to guide and validate, how the bottom-up CI Development Plans, are integrated with the GoB LG systems and recurrent/development budgets

## **Annex 13 TEMPLATES OF LETTERS**

- 13.1 Invitation Letter to Participants**
- 13.2 Invitation Letter to Guest, to attend Course**



# Balochistan Rural Development & Community Empowerment Programme

## BRACE Technical Assistance Project

Dated: Quetta, \_\_\_\_\_

To **DC Training Topic 2 Nominated Participants** (see **annex 1** for list of nominated participants)

Subject: **Participation in the District Coordination Training Course: Topic 2**

Please refer to the recent correspondence/communication on the subject and the confirmed dates of the District Coordination (DC) Training Course Topic 2 (Top-Down GoB Local Government Systems) to be held at the Balochistan Rural Development Academy (BRDA), Western Bypass near Jabal-e-Noor Quetta, from 07<sup>th</sup> to 09<sup>th</sup> October 2021 (3-days). **Venue: Balochistan Rural Development Academy (BRDA), Quetta**

The BRACE Programme TA component (implemented by DAI / Human Dynamics) has developed the District Coordination Training Course being an important component of a broader capacity-building and training programme that targets a “critical mass” of district and provincial level officials and selected RSPs representatives, who are to play a key role in the anticipated reforms that will promote the Community Led Local Governance (CLLG) in Balochistan Province.

Your nomination has been cleared with the relevant authorities from your respective parent department; the Secretary LG, DG BRDA, Provincial Stakeholders, the Deputy Commissioners and the BRSP/NRSP management. The names of the nominated persons from the department are attached as **Annex 1 – List of Nominated Participants of District Coordination Training Topic 2**. You are advised to attend the DC Training Topic 2 for the said dates. DSA and Travel Allowances will be provided in accordance with the rules mentioned below and the approved Rates of the TA Project and will be upon subject to the following

- **Nominated Personnel:** The already nominated personnel of the DC offices and the LG offices from the district whose names are in the list attached in Annex 1 shall attend. In case an officer has been transferred, a replacement shall be accepted as nomination if notified from the department through a letter to TA. The nomination letter of replacement shall reach TA office by 05 October 2021. If your name is in the attached list, you do not need to provide any nomination letter from your department.
- **Attendance:** Please note that your name will be printed on the attendance sheet. Attendance will close at 9:45 am on every training day. If you miss your attendance for a day, you shall not be paid DSA for that day. If your name is not in the attendance sheet, it means you have not been nominated and will not be entitled to DSA. All participants have to ensure their attendance for the entire duration of 3-day training.
- **Evaluations:** As you are aware that after each training module, the participants are supposed to evaluate the sessions. It is mandatory for you to provide evaluation after each module session. You will not be entitled for DSA of that particular day where you fail to submit your evaluations after each module.

The nominees of the District LG Department, BRDA, Provincial Stakeholders, the Deputy Commissioner’s Offices, selected RSPs representatives and TA (Assistant) District Coordinators are to attend the Topic-2 Course to be held between 07<sup>th</sup> - 09<sup>th</sup> October 2021 and are to report at BRDA on 07<sup>th</sup> October 2021 at 8:00AM.

In Case you have any questions, please contact the TA (Assistant) District Coordinator in your District or the TA Director District Coordinators (Mr. Nazar Muhammad Khetran), EM [nazarkhetran@yahoo.com](mailto:nazarkhetran@yahoo.com), Mob: 0333 7829845 or TA Institutional Development and Capacity Building Advisor (Mr. Arsalan Karim, EM [arsalan.karim@yahoo.com](mailto:arsalan.karim@yahoo.com), Mob: 03338006444.

Looking forward to your active participation and valuable contributions in the training course.

**Nazar Muhammad Khetran**  
DC Training Course Coordinator/  
Director District Coordinators BRACE TA

**Copy forwarded to:**

- i. The Secretary, GoB, Local Government & Rural Development Department, Quetta.
- ii. The Secretary (Planning), Government of Balochistan, P&D Department, Quetta.
- iii. The Director General, Balochistan Rural Development Academy, Quetta.
- iv. The Deputy Commissioner Concerned \_\_\_\_\_



# Balochistan Rural Development & Community Empowerment Programme

## BRACE Technical Assistance Project

Dated: Quetta, 29<sup>th</sup> September 2021

To The Honorable,  
**Director General,**  
Balochistan Rural Development Authority,  
Local Government and Rural Development Department, Quetta.

Subject: **INVITATION: District Coordination Training Course Topic 2: Top-Down Approach: Government of Balochistan (GoB) Local Government Systems**

Dear Mr. Niamatullah Babar,

Under the TA BRACE Programme, the TA component (implemented by DAI / Human Dynamics) conducted the DC Induction course at BRDA in December 2019 and Topic 1 Course on Bottom-Up Approach at BRDA in July 2021. These trainings are a part of the “District Coordination” Training and Capacity-building programme. TA BRACE now intends to conduct the DC Training on Topic 2 which is focused on a Top-Down Approach focused on the Local Government System of the Government of Balochistan. The Topic 2 is scheduled for 07<sup>th</sup> – 09<sup>th</sup> October 2021 at BRDA.

The DC Training programme targets a “critical mass” of around 57 district and provincial level officials and selected RSPs representatives, who are to play a key role in the anticipated reforms that will promote Community Led Local Governance (CLLG) in Balochistan. (**Annex 1**)

The BRDA is to play a key role as the premier Balochistan training and capacity building institute, to drive these reforms, and is selected as the venue for the DC training, after discussions were held with you and the Secretary Local Government & Rural Development.

The training is scheduled for three days from 07<sup>th</sup> - 09<sup>th</sup> October 2021 (8:00 AM to 6:00 PM) at BRDA. The List of participants covers participants from:

- i. 2-nominees from Deputy Commissioner Offices of 9-BRACE districts.
- ii. 2-nominees from district staff of LG (AD & CO) of 9-BRACE districts
- iii. 1-nominee from BRSP/NRSP of 9-BRACE districts.
- iv. Nominees from DG BRDA office Quetta.
- v. Nominees from Provincial GoB Stakeholders.
- vi. All TA DCs/ADCs of BRACE TA programme.
- vii. Guests from the GoB and private stakeholder / development cooperation sector

I am also pleased to share with you that most of the subjects in the DC training Topic 2 are being provided by the Master Trainers of the BRDA. Subjects related to ‘Planning and Development’ will be lectured by the Chief Foreign Aid of the Planning and Development Department (P&DD) and the Finance related topics will be delivered by the finance specialists of the Oxford Policy Management and Finance Department officials. The course design was made in collaboration with Local Government to ensure inclusion of Local Government Act, Local Council Grants Committee and other functions of local government.

Your participation in the DC Training Topic 2 is requested on all the training days as our ‘**Esteemed Chief Guest**’ and your specific presence on Day-1 for opening remarks and on Day-3 for closing remarks is requested. In case you have any further queries please contact the TA DC Course Coordinator/Director District Coordinators, Mr. Nazar Khetrani (Cell: 0333-7829845)

Your participation and key remarks will be very beneficial for the training program

**(Mark Osiche)**  
Deputy Team Leader BRACE TA

Copy to:

1. Development Advisor, European Union Delegation
2. Secretary LGRDD



# Balochistan Rural Development & Community Empowerment Programme BRACE Technical Assistance Project

## Annex 14 EVALUATION FORMS

### Dear Participant/Trainee

Please provide your feed-back on the Module/presentation/training. using the score options of 1 to 5

1	2	3	4	5
Bad Not Applicable Not Relevant	Unsatisfactory Not Good Poor/Inadequate	Satisfactory OK/Fair Average/Limited	Good Useful Relevant	Very Good Very Useful Very Relevant

<b>Participant/Trainee Name</b>		<b>Date</b>	
<b>Designation</b>		<b>Module #</b>	
<b>Organization</b>			
<b>Training Module</b>			

Module(s)	Evaluation Question	Give one score				
#		1	2	3	4	5
1	Did this presentation (further) increase your understanding of the <b>objectives of CIs and how CIs try to achieve those?</b>					
2	Did this presentation increase your understanding of <b>the Institutional set-up of CIs</b> , is it clearer how CIs and government organizations are to coordinate work with each other?					
3	Did this presentation address <b>the Mandate, of CIs in public service delivery?</b>					
4	Did this presentation give you oversight on the reforms in the CDLG systems?					
5	Did this presentation clarify <b>the role of Community Organizations</b> in the BRACE reform programme and the new GoB CDLG system?					
6	Do you have a <b>better technical understanding of your role in the Community Institutions</b> for BRACE Programme and the GoB CDLG System reforms?					
7	<b>Did you obtain new (technical insights?</b>					
8	<b>If so, will you apply these new insights</b> , in your day to day routines and/or official work?					
9	Was Module <b>presented clearly in terms of structure and content</b>					
10	Was Module presentation balanced in <b>terms of duration &amp; time allocation?</b>					
11	How do you rate the <b>delivery by Presenters/Trainers?</b>					
Use space below for your qualitative comments; is anything is missing, or that needs improvement?						

*Thank you for your Feed-back*



# Balochistan Rural Development & Community Empowerment Programme

## BRACE Technical Assistance Project

**Participant/Trainee Evaluation - Consolidated Feed-back - TO BE FILLED IN EXCEL SPREADSHEET – AUTO TOTALS**

Use this format to aggregate and average the feed-back scores and consolidate the participants'/trainees' qualitative feed-back statements

1	2	3	4	5
Bad, Not Applicable Not Relevant	Unsatisfactory, Not Good Poor/Inadequate	Satisfactory, OK/Fair Average/Limited	Good, Useful, Relevant	Very Good, Very Useful Very Relevant

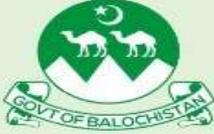
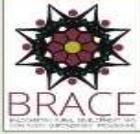
TOPIC 1	Module	# __		Respondents #	Sum Topic Average	Module Average (Divide by 11)
Date						

For each question enter “F” Frequency of 1, 2, 3, 4, or 5 scores > calculate “T” totals > add to” G. Total” > calculate “Topic Average”: divide by # Respondents

	Evaluation Question	enter Scores	Frequency	>	S	F	T	S	F	T	S	F	T	S	F	T	S	F	T	Topic Total	Topic Average
Q	<b>M 0.1 and M 0.2</b>																				
1	Did this presentation (further) increase your understanding of the <b>objectives of CIs and how CIs try to achieve those?</b>	1			2			3			4			5							
2	Did this presentation increase your understanding of <b>the Institutional set-up of CIs</b> , is it clearer how CIs and government organizations are to coordinate work with each other?	1			2			3			4			5							
3	Did this presentation address <b>the Mandate, of CIs in public service delivery?</b>	1			2			3			4			5							
4	Did this presentation give you oversight on the reforms in the CDLG systems?	1			2			3			4			5							
5	Did this presentation clarify <b>the role of Community Organizations</b> in the BRACE reform programme and the new GoB CDLG system?	1			2			3			4			5							
6	Do you have a <b>better technical understanding of your role in the Community Institutions</b> for BRACE Programme and the GoB CDLG System reforms?	1			2			3			4			5							
7	<b>Did you obtain new (technical insights?</b>	1			2			3			4			5							
8	<b>If so, will you apply these new insights</b> , in your day to day routines and/or official work?	1			2			3			4			5							
9	Was Module <b>presented clearly in terms of structure and content</b>	1			2			3			4			5							
10	Was Module presentation balanced in <b>terms of duration &amp; time allocation?</b>	1			2			3			4			5							
11	How do you rate the <b>delivery by Presenters/Trainers?</b>	1			2			3			4			5							
	<b>Trainer/Course Coordinator: Use space for qualitative comments on above evaluation question scores values, and overall average</b>																				

	<b>Trainer/Course Coordinator: Use space below for your qualitative comments and scores</b>
	Your observations on the Institutional Capacity Development achieved through this lecture: do you feel you managed to clarify issues relating to Institutional Relationships, Inter-Organization Cooperation, Mandates of the Organization/Departments,
	Your observations on Organizational Capacity Development achieved through this lecture: do you feel you managed to clarify issues relating to Organizational Capacity, Functions of Organization/Departments, Core processes, SOPs, Organizational structure
	Your observations on the Group Configuration: their Understanding/Skill levels, are they a balanced group (representing a District).
	Your observations on the Module Topics; do they need updates, elaboration, and are more, different specific topics required to cover the Module subject
	Your observations on the Group Dynamics: How well did they participate.
	Any other observations (on the group evaluation scores) and any recommendations

Standing Banner

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# District Coordination Training Course TOPIC 2

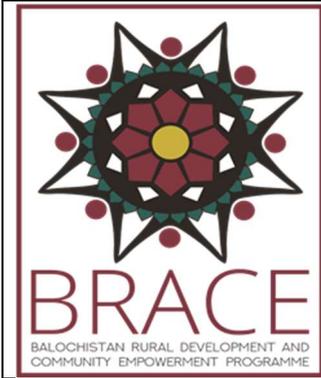
**“Top-Down Approach:  
Government of Balochistan (GOB)  
Local Government (LG) Systems”  
At  
Balochistan Rural Development Academy**

**On 07<sup>th</sup> - 08<sup>th</sup> - 09<sup>th</sup> October, 2021**

Organized by  
**Technical Assistance (TA) Project  
Balochistan Rural Development & Community  
Empowerment (BRACE) Programme**

In collaboration with  
**Local Government Department,  
Government of Balochistan**

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 **DAI** human  
dynamics



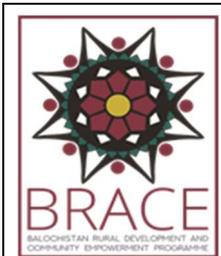
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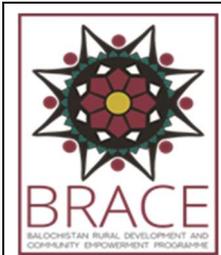


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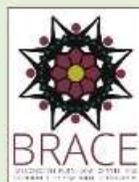
This project is funded by the European Union



**POLICY & PROCEDURES MANUAL  
DISTRICT COORDINATION TRAINING COURSE**



**POLICY & PROCEDURES MANUAL  
DISTRICT COORDINATION TRAINING COURSE**



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# District Coordination Training Course

## TOPIC 2

**"Top-Down Approach: Government of Balochistan (GOB) Local Government (LG) Systems"**

**At**

**Balochistan Rural Development Academy**

Organized by

**Technical Assistance (TA) Project**

**Balochistan Rural Development & Community Empowerment (BRACE) Programme**

**On 07<sup>th</sup> - 08<sup>th</sup> - 09<sup>th</sup> October, 2021**

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