To **Secretary LGRDD, BRACE FP, DG BRDA, EUD/PM-RD and TA/PD**

From **TA DDC, IDCB and TA/OM**

Thru **BRACE TA TL/DTL**

Date **24/10/22**

Re **(A) Final Report: TA DC Course Topic 4 "The GoB Community Led Local Governance Policy: Institutionalizing Community Engagement in Development Process" Held 16-17 August 2022, at the BRDA**

(B) Follow Up Action

This Memo on the TA District Coordination (DC) Training Course Topic 4 presents:

Section 1. The Closure Report – DC Training Course Topic 4 on "Community Led Local Governance Policy: Institutionalizing Community Engagement in the Development Process, presents the SUMMAY and TECHNICAL, LOGISTICS and FINANCIAL details (in Annexes) of the DC training TOPIC 4 Course. The TA/SPA and TA/DDC developed the Topic 4 CLLG Policy training materials/modules in the two months leading to Topic 4 Course delivery, and they were also crucial lecturers/presenters of the CLLG policy training modules that covered; the CLLG Policy, the Framework and the CLLG Policy Implementation Manual (PIM). The Topic 4 training materials/modules have also been used to brief the GoB provincial officials including the secretary LGRDD, FP/LGRDD CFA/PDD, Additional Chief Secretary (DEV/PDD) and members of the SPDC and SCC forums. The TA/SPA and TA/DDC jointly prepared and delivered the DC TOPIC-4 Course Training Module in collaboration with the TA/IDCB and with BRDA Lecturers.

Section 2 presents the **Follow up Actions** (1) to prepare delivery of upcoming TA CLLG training sessions for GoB officials relevant to the CLLG Policy implementation, and (2) actions to mainstream the body of DC Induction/Topics 1/2/3/4 Training Modules, into a BRDA CLLG Training Curriculum, as part of BRDA Capacity-building. This also requires the need to identify and train a pool of master-trainers and lecturers/trainers, and develop their capacity and training techniques to deliver the CLLG Training Modules. Selected CLLG Policy training modules are also to be integrated in the other regular BRDA and GoB Training Courses that target stakeholders and GoB Officials who will be involved in the implementation of the upcoming CLLG Policy. **Section 2 is concluded with a DO-LIST** that specifies (a) a series of CLLG Policy related training events to be delivered through the BRDA, and (b) actions to develop the BRDA CLLG Training Curriculum and the BRDA CLLG Trainers Pool.

The Annexes contain the details of the DC Topic 4 Training Course, which can be used selectively in these follow up actions.

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Contents

Abbreviations

DC   District Coordination
TAT   Technical Assistance (Team)
D/TL   Deputy / Team Leader
DDC   Director District Coordinators
STA   Senior Technical Advisor
IDCB   Institutional Development and Capacity Building Advisor
OM   Office Manager
CLLG   Community Led Local Governance (Policy)
PIM   Policy Implementation Manual
SM/CM Social/Community Mobilization
BRDA   Balochistan Rural Development Academy
LGRDD Local Government and Rural Development Department (of the GoB)
SPDC   Strategy and Policy Dialogue Committee (Steering Cie of BRACE)
SCC   Sector Coordination Committee (Notified Platform for GoB Policy Reform Discussions)
IP   Implementing Partner (TA, BRSP, NRSP, and RSPN)
RSP   Rural Support Programme (BRSP/Balochistan, NRSP / National, RSPN / Network)
LGA   Local Government Act
RoB   Rules of Business (of a Govt Department)

1.1   Introduction

The TA in partnership with the BRDA conducted the 2-day District Coordination Training Course Topic 4 titled "The GoB Community Led Local Governance Policy: Institutionalizing Community Engagement in the Development Process" in Quetta city on 16 and 17 August 2022 at the BRDA main campus.

The Topic 4 Course is the last part of the series of capacity building activities conducted at the BRDA, targeting 54 district-based participants among which are the 36 GoB officials. These include 2 officers from each Deputy Commissioners' Office and 2 officers from each District LGRDD office in the 9-BRACE districts. In addition to these GoB officials, 9 TA, 8 BRSP, and 1 NRSP district staff also attended the training as primary trainees. The secondary trainees are three (03) lecturers drawn from a pool of BRDA Master Trainers

The DC Course is conducted at the BRDA, in close cooperation with the BRDA Faculty. In this way, the TA DC Course provides "on-the-job" capacity-building support to the BRDA.

More importantly, the DC Courses provided 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" in the implementation at district level, of the anticipated transformational Balochistan Community-Led Local Governance (CLLG) Policy.

1.2   Legal and Institutional Context

The BRACE Technical Assistance project aims to support the Local Government and Rural Development Department (LGRDD) of the government of Balochistan in the development of the Community Led Local Governance (CLLG) Policy.

The transformational CLLG policy is to devolve and decentralize the Local Government Systems of the provincial government to initiate development planning and implementation at grass root level with special focus on the needs of the local communities, by institutionalizing community institutions in the local government systems. This means that the community institutions should become part of, and institutionalized in the, local government and local governance systems.

The TA has worked with Local Government Department to pursue amendments and reforms in the Local Government Act (LGA) 2010 to recognize the Community Institutions and their role in GoB Local Government. In August 2022 the LGA Section 87 was amended, and was approved by the Provincial Assembly of Balochistan, to specifically include registered community institutions in the local government systems, with the Local Councils. Article 87b of the Local Government Act 2022 includes the new section which states that

> *"Provided that a local council, subject to approval of the Local Government Department, may engage Registered Community Based Organizations (CBOs) / Community Institutions (CIs) in its local area development or execute such projects funded by the Donor Organizations / Agencies"*

Section 87 amendment in the Local Government Act 2010 provides the legal cover for the Community Led Local Governance Policy, which has been endorsed by the chair of the Sector Coordination Committee (August 2022) and has been submitted for approval by the higher-level BRACE Strategy and Policy Dialogue Committee (SPDC) chaired by ACS development PDD, which is scheduled for September 2022.

The DC Topic 4 training Course was based on these achievements and is fully aligned with and incorporates elements of the Policy Reform discussions that are taking place.

1.3. Topic 4 Course Objectives

The objectives of the DC Training Course Topic 4 were to brief and orient the participants on

a. The LGA Reforms and legal context of the CLLG policy and CLLG Policy Framework

b. The proposed institutional setup to be in place after the CLLG Policy is adopted by the GoB

c. The Public Financial Management (PFM) Systems of the GoB and its alignment with the proposed funding arrangements under the CLLG policy

d. The social mobilization of community institutions and the guidelines for their registration with GoB and their Bank Account Opening requirements according to the CLLG policy

e. The development programs under the CLLG policy and how to include the full portfolio of CM Stimuli: community physical infrastructure schemes and livelihood interventions (Income Generating Grants, Community Investment Funds, Technical Education and Vocational Trainings etc.)

f. The roles of district stakeholders (GoB Line Departments, CIs, District Administration and the Joint District Development Committees) after the institutional setup of the CLLG will be in place

g. The systems and procedures that need to be in place for Monitoring, Evaluations, Accountability and Learning, once the CLLG policy becomes operational

1.4. DC Training Course Topic 4

The DC Training Course Topic 4 was planned for 2-days at BRDA. The TA prepared the training modules and utilized the CLLG policy reform discussion and the CLLG Policy text, the CLLG Policy framework and the Policy Implementation Manual (PIM) as the guiding document for the preparation of modules and their delivery.

The TA Senior Policy Advisor (SPA) and the TA Director District Coordinators (DDC) led the training sessions with various area experts co-opted as lecturers and co-lecturers.

TA, worked closely with the BRDA staff (lecturers) in the preparation and training session, as co-lecturers for certain module sessions, as well as to complete evaluations of each module of the training course (details are provided below and in Annex A2).

Initially, the BRDA lecturer, who were involved in previous DC Courses (Topics 1,2 &3) did the recap of all past DC training courses to remind the

training participants of the bottom-up community mobilization and development process, the Top-down GoB LGRDD systems and the synergy between both. The purpose of this recap of the past trainings was to clarify the core foundation on which the CLLG Policy builds and then explain how the CLLG Policy will institutionalize these top-down and bottom-up systems.

The participants were then briefed in detail about the reforms in the Local Government Act that provide the legal cover to the CLLG Policy and institutionalizes the Community Institution in the local governance engagements and the local development processes. Since almost all participants took part in the previous DC Topic training courses, they were already aware of the TA's actions, to pursue the CLLG Policy, starting with proposed amendment to reform the Balochistan LG Act to institutionalize Community Institutions in the local Governance and local development processes, hence, the participants could fully understand the implications of Section 87 LGA Amendment and they could clearly see the linkage with the CLLG Policy and the proposed TA implementation plans to involve CIs in local development.

The participants were briefed about the CLLG Policy institutional setup that is to be put in place once the CLLG policy in adopted by the GoB. This session was led by TA SPA and co-led by BRDA staff member. They were provided a session on the TORs and the functions of the

1. Provincial setup which will include the development of a Policy Coordination and Review Committee (PCRC) and the Policy Implementation Unit (PIU) and the district level setup

2. District setup which will include the Joint District Development Committee (JDDC) and the District Policy Implementation Units (DPIUs)

Explanations were provided on the role to be played by Community Institutions i.e. CBOs and Community Organizations (CO), Village Organizations (VO) and Local Support Organizations (LSO)

The establishment of a CLLG Programme District Policy Implementation Units (DPIUs) at district level for CLLG Policy implementation was a novel concept and the participants appreciated this addition as previously there used to be only provincial level implementation units for (local) development programmes for other donor projects. Discussions took place on the composition, TORs and functions of these institutional setups.

TA requested the PFM expert from the GoB finance department to provide a detailed session on the GoB Public Financial Management (PFM) system and its alignment and compatibility with the proposed funding arrangement and flow of funds expected under possible CLLG Rural/Urban

Development Programmes. Involved discussions took place on how the GoB will establish a financial system for budget planning and funds flow for the implementation of the CLLG policy and its CLLG Development Programmes that are to be executed at the grass root level.

The session also created an understanding with the participants of the **CLLG Policy Prioritization Model presented by TA/CLLG/Model/Tariq Bin Farooq.** The CLLG Prioritization Model aims to provide a Computer App and clear decision criteria on

a) the selection criteria to decide on the neediest District to receive a CLLG Development Programme (like BRACE) and

b) the selection criteria that will transparently facilitate and regulate CO/VO/UC-LSO and District LSO, and the District JDDC forum on how to plan, prioritize, select and implement the full range of Community Mobilization Stimuli like the TVET, CIF, IGG and CPI local investments, that will be funded by a GoB CLLG Development programme, in accordance with the GoB financial systems, and how the development funds will be distributed among districts and their utilization at UC level.

During the BRACE project, community institutions have faced numerous problems in getting registered with the GoB due to their capacity issues and/or changes in the documentation requirements for the CIs, which became complex due to Global/Federal FATF requirements.

The CLLG Policy PIM will include detailed steps for the formation of a CO and their internal systems and mechanisms that make them eligible to be registered as a CI, allowing the CI to become involved as a full, partner of the Local Councils in a GoB CLLG institutional setup, and benefit from the CLLG policy to be considered.

A session was dedicated to explaining the mobilization and eligibility steps the CIs must follow to become partners in the grass root development process. The session was conducted by TA with a BRDA staff member as co-lead.

The focus of the training then shifted towards the development approaches and programmes that are included in the CLLG policy and the types of local development investments.

The CLLG development approach includes Community Physical Infrastructure. A session by the TA was co-led by BRDA staff on the procedures for the identification of CPI schemes, the priority sectors, and the type of interventions that can be funded under a GoB CLLG programme. The participants were also briefed about the screening process involved in the selection and approval of the CPI schemes as proposed under the institutional mechanisms of the CLLG policy. It was explained how scores and weightages will be applied and how a socio-economic and demographic profile of the community will be used to justify where the CPI scheme will be implemented.

Steps for CIs to submit and apply for funds to address the CPI needs of their community areas

were also discussed and explained followed by a detailed explanation of the project management cycle that will be applied to the CPI development programs under the CLLG policy

Similarly, another training session focused on the livelihood, skill development and soft interventions (enhance community awareness and participation in the social development process) was also conducted. Income Generating Grants (IGG), Community Investment funds (CIF) and Technical Education and Vocational Training (TVET) are the key social mobilization stimuli under the current BRACE livelihood and economic development approach provided to the grass root communities.

The CLLG Policy embraces all these stimuli under a Holistic Community Mobilization approach to make them part of possible GoB CLLG Rural/Urban Development Programmes (PC-1) that will be integrated with other GoB local development and economic development investments. This session was delivered by a livelihood expert from BRACE IP BRSP (Balochistan Rural Support Program) which is effectively implementing these programs with the CIs under the current BRACE program. Discussions were held on the procedure for CI to become eligible and then apply and implement these livelihood components through these CIs and the systems intact to ensure that interventions focused on actual community needs that contribute to their uplift are funded through these components.

The training then moved on to focus on developing the understanding of the training participants of different district level stakeholders (including their own departments) on their role in the planning, implementation and monitoring of the CLLG policy implementation. The role of Joint District Development Committee and its member departments were explained and discussed. The role of chairman district council, assistant directors LGRDD, Deputy Commissioners, line departments, DIU, TA and Implementing Partners (if any) were elaborated and discussed in detail.

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 co-lecturers. The training course material which include the Policy Implementation Manual of the CLLG policy was not handed over to the participants and they were informed of the reason being that TA awaits the adoption of the CLLG policy from the GoB before it makes the relevant documents public which are currently under the custodianship of the LGRDD department.

The BRACE Focal Person from the LGRDD formally closed the DC Training Course Topic 4. He congratulated the TA team for their successful deliberations in the policy reform process and the amendments to the Local Government Act 2010, which enable the community institutions to become institutionalized partners in the local development process of the GoB. He also motivated the participants to become agents of change once their departments become involved in the CLLG Policy implementation.

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

1.5.   Self-Evaluation of the DC Training Course Topic 4

Participants evaluated each Module on quality & relevance, and on a scale of 1 (= poor) to 5 (=very good) Modules were rated from 4.0 to 4.2 being on average "Good" See Annex 12.

	Summary Evaluation Scores of DC Training Course TOPIC 4			
S/No	Date	Module No. and Name	No Participants	Score
1	16/08/2022	Legal/Institutional Context, The CLLG Policy and CLLG Policy Framework	51	3.9
2	16/08/2022	The institutional setup to implement the CLLG program and PIM	51	4.1
3	16/08/2022	Community Institutions registration steps and CI mobilization and Bank A/C requirements	51	3.9
4	17/08/2022	The GoB PFM framework and CLLG policy funding arrangements	50	4.1
5	17/08/2022	Community Physical Infrastructure Specifications and Guidelines	49	4.1
6	17/08/2022	The holistic community mobilization approach: Institutional Mobilization and the portfolio of socio-economic development investments and their poverty reduction impact	50	3.9
7	17/08/2022	Roles of district stakeholders under the new CLLG policy	50	3.8
8	17/08/2022	Monitoring, Evaluation, Accountability & Learning (MEAL) framework for GoB rural/urban CLLG development Programmes	49	4.3

1.6.   Topic 4 Lessons-learned

The lessons-learnt from the TOPIC-4 Course are:

- Presentation/lessons/subject-discussion require more time and interactive elements and smaller group/table-set-up would have stimulated group discussions and make sessions interactive: **ACTION: make the total group smaller, say max 35 participants**.

- Detailed lectures on each subject (of Topic 4) are required, and each training module requires more delivery/contact time to make it more interactive and have better learning outcomes. **ACTION: RE-design the training modules accordingly**

- Interaction between DC, LG, RSP TA-DC/ADC of a District has increased/improved and was much better as before (Topics 1/2/3). ACTION: when configuring a trainees-group, make sure to include all stakeholders form one District. **ACTION: When the CLLG Policy Dissemination and Training will be held in a District location, this will be automatically ensured and more relevant District stakeholders can be invited/engaged.**

- At some stage Exposure visits for participants/key District Stakeholders should be planned: **Action TA to facilitate/organize inter-district exposure visits.**

Based on the TOPIC 4 Course, the Annexes provide procedures and templates, that can be used for Training of BRDA staff on the General Training Techniques, as follows:

A1   BACKGROUND INFORMATION. This information is to be used, to understand and design the training Course Modules/Subjects

A2   TRAINING COURSE PROGRAMME - SUMMARY. This table was 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-4

A4   CORE 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   DC TRANING 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.

A7   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.

A8   DC TRAINING COURSE – DETAILS TRAINING MODULES   Working copy of the TOPIC-4 Course

A9   DC TRAINING COURSE – LECTURERS, TRAINERS, RES. PERSONS, CONTRACTS   Table with Contact Details of Lecturers and Template Lecturer Contract Award Letter.

A10   POLICY AND PRCEDURES MANUAL Hard copy file issued to Participants.

A11   TEMPLATES OF LETTERS   Templates of Letters to be issued

A12   TEMPLATES SELF-EVAUATION Templates for Self -evaluation of Course Delivery/Content

A13   LOGOS BANNERS   Templates of Logos and Banners

SECTION 2 FOLLOW UP Action

The Follow-up Actions list identifies actions to be taken, and to the extent possible at this point in time specifies the what, who, and when. These follow up actions will have their own elaborate work plans, that will be developed and taken up by the relevant TA N/KE charged with that activity/deliverable.

The Follow up Actions so far identified cover:

1) **Training/Capacity-building Provincial/District GoB Officials and Relevant Stakeholders**

    A) Prepare delivery of upcoming TA CLLG training sessions for GoB officials relevant to the CLLG Policy implementation, a series of CLLG Policy related training events are being identified and will be delivered at Provincial level and in selected Districts, with the BRDA. These Training, and Policy Dissemination/Awareness-Creation events, will be met from the TA IE Budget, for which the TA has already received approval from the EUD

    ➢ WHO: TA/CLLG/PIM/Ishfaq with TA team and BRDA

    ➢ WHEN: starting in Q4 2002 and continuing throughout 2023

    B) Lectures on each subject (of Topic 4) are required to be delivered and each training Interaction between DC, LG, RSP TA-DC/ADC of a District needs to be ensured through carefully configuring a trainees-group, to make sure to include all stakeholders form one District. The CLLG Policy Dissemination and Training will also be held in District locations, and this will be ensured that all relevant District stakeholders can be invited/engaged.

    ➢ WHO: TA/CLLG/PIM/Ishfaq with TA team and BRDA

    ➢ WHEN: starting in Q4 2002 and continuing throughout 2023

    C) At some stage inter-district Exposure visits for participants/key District Stakeholders are planned and TA is to facilitate/organize these inter-district exposure visits

    ➢ WHO: TA/DDC with TA/ TA/IDCB

    ➢ WHEN: start in Q4 2022

2) **Mainstream body of DC Induction/Topics 1/2/3/4 Training Modules in BRDA Curriculum**

    A) develop a BRDA CLLG Training Curriculum (topics), as part of BRDA Capacity-building

    ➢ WHO: TA/IDCB with BRDA

    ➢ WHEN: start in Q4 2022

    B) Selected CLLG Policy training modules are also to be integrated in the other regular BRDA and GoB Training Courses/Curricula (e.g. Pre-service training of new LGRDD Officials) that target stakeholders and GoB Officials who will be involved in the implementation of the upcoming CLLG Policy

    ➢ WHO: TA/IDCB with relevant TA/NKE and BRDA Lecturers

    ➢ WHEN: started in Q3 2022 (Pre-service Training for LGRDD District Officials)

C) Identify the BRDA ToT/master-trainers and identify BRDA internal/external lecturers/trainers and develop Int./Ext Trainers Pool Procedures,

➢ WHO: TA/IDCB with relevant TA/NKE and BRDA Lecturers

➢ WHEN: started in Q3 2022 after completion of DC Course Topic 4

D) Develop capacity and training techniques of BRDA TOT and BRDA Int/Ext trainers to deliver the CLLG Training Modules and develop and improve training modules by:

   a. Improve General Training Techniques and design of Lesson Plans and Module Development,

   b. Improve Training Modules Delivery and Design by making the total groups smaller, say max 35 participants,

   c. Redesign Training modules to increase delivery/contact time to make Module more interactive and achieve better learning outcomes

➢ WHO: TA/IDCB with relevant TA/NKE and BRDA Lecturers

➢ WHEN: started in Q3 2022 after completion of DC Course Topic 4

3) **Communication and Visibility (C&V):** Visibility of the TA DC training in the media and on the BRCE website

➢ WHO: TA/M&E, TA-IT-MIS and TA/IDCB:

➢ WHEN: November 2022

Annexes

A1   BACKGROUND INFORMATION.

A2   TRAINING COURSE PROGRAMME. - SUMMARY

A3   LOGISTICS INFORMATION.

A4   CORE LIST OF PARTICIPANTS.

A5   DETAILED LIST OF PARTICIPANTS

A6   DC TRANING CALENDAR.

A7   DC TRAINING BASIC POINTERS, PPT FORMAT, WA/GOOGLE GROUP

A8   DC TRAINING COURSE – DETAILS TRAINING MODULES

A9   DC TRAINING COURSE – LECTURER/TRAINER/RESOURCE PERSON /CONTRACT.

A10   POLICY AND PRCEDURES MANUAL.

A11   TEMPLATES OF LETTERS

A12   EVALUATION FORMS TEMPLATES

A13   LOGOS BANNERS

(1) Title: TA District-Coordination (DC) Topic 4: The GoB Community Led Local Governance Policy: Institutionalizing Community Engagement in the Development Process

The TA Component (DAI) of the BRACE programme conducted the District Coordination (DC) Training on Topic 4: The GoB Community Led Local Governance Policy: Institutionalizing Community Engagement in the Development Process of District and Provincial Level GoB officials and selected RSP representatives.

The DC Induction Course was held in November 2019 followed by the DC Training Topic 1 which focused on Bottom-Up Approach was held in July 2021. The DC Training Topic 2 focused on Top-Down approach was held in October 2021 while the DC Training Topic 3 focused on the Integration of Community Institutions in the Local Government Systems which was held in December 2021.

The Topic 4 course was for 02-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. Thereafter, according to the plan, the DC training Topic 3 was conducted in December 2021. The TA then got busy in the preparation of materials and their finalization which involve a finalized draft of the CLLG Policy, Framework and the Policy Implementation Manual (PIM) before it can organize the DC training Topic 4 which focuses on the implementation mechanism of the CLLG policy.

The Topic 4 of the DC Training Course focuses on the institutionalization of the community institutions in the local government systems to initiate local development planning and implementation as partners of the government of Baluchistan in the grass root development process. This means the institutionalization of the Bottom-Up and Top-Down approaches for improvement of the rural development for the grass root level population in Balochistan. The Bottom-Up approach is an institutionalized informal three-tier setup of community institutions where the Local Support Organization (LSO) represents the community in a Union Council at the higher tier and the Community Organizations in a village at the lowest tier. The Community Organizations (COs) are established through a social mobilization process where 15-20 households gather to decide on the development initiatives and needs of their localities. Each village may have many localities and therefore many COs. The members of the COs from each locality, thereafter, elect individuals from within their COs to represent their locality and CO in a Village Organization (VO). The VO is the second tier of this setup and there may be many VOs in a Union Council that represent their respective localities and COs. The VOs elect representatives to become members of an LSO and each UC shall have only one LSO that is the representation of the mobilized VOs and COs in that UC. The DAI-HD policy framework intends to institutionalize this three-tier setup with the local government which is the Top-Down approach. The actual needs of the communities need to be addressed and there should be a formal mechanism that links the GoB development framework to channel development and planning at the district level where the GoB line departments and mobilized communities can plan and address the needs of the grass root level communities.

The institutionalization of the above mentioned setup suggest that the bottom-up approach will formally become part of the GoB local government systems when the CLLG policy is adopted. The policy decentralizes the Local Government Systems of the provincial government to initiate development planning and implementation at grass root level with special focus on the needs of the local communities.

The Topic 4 is 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 envisaged CLLG policy implementation procedures and systems.

(2) Objectives

The "District Coordination" Training Courses have <u>as primary objective</u>: to **build the capacity of selected District Staff, to enable them to play a lead role in institutionalizing the bottom-up developed Community Institutions (CI) with the Top-Down Local Government systems from provincial to the district level**. The recent amendment in the Local Government Act 2010 breathes life into the Community Led Local Governance. Therefore, the objective of the DC Training Course Topic 4 was to brief and orients the participants on

a. The legal context of the CLLG policy and Framework
b. The institutional setup that would be in place after the CLLG policy is adopted by the GoB
c. The Public Finance Management Framework of the GoB and its complementarity to the funding arrangements proposed in the CLLG policy
d. The social mobilization of community institutions and guidelines for their registration with GoB and Bank Account Opening according to the CLLG policy
e. The development programs involved in the CLLG policy which include community physical infrastructure schemes and livelihood interventions (Income Generating Grants, Community Investment Funds, Technical Education and Vocational Trainings etc.)
f. The roles of district stakeholders (GoB Line Departments, CIs, District Administration and the Joint District Development Committees) after the institutional setup of the CLLG will be in place
g. The systems and procedures that will be in place for Monitoring, Evaluations, Accountability and Learning once the CLLG policy become operational

(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 09 TA 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 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 is pursuing, with the GoB. The TA facilitated Policy Reforms are also included in the DC training Topic 4.

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) <u>The DC training modules</u>, 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) <u>Relevant background materials</u>, 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) <u>"Home-work"/tasks</u> 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-Governance (CLLG) sector policy
(d) <u>District Development Plan (DDP)</u> 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: 09 TA-DCs, 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 54 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 CLLG.

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 operationalize the GoB LG Strategic Policy & Fiscal Framework that enables the CLLG.

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 <u>secondary objective of the DC Course</u> 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 2019, TOPIC 1 in July 2021, Topic 2 in October 2021 and Topic 3 in December 2021. Topic 4 was scheduled for August 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 2021		August 2022		December 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 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 Led Local Government (CLLG).

2)   TOP DOWN GoB LG SYSTEMS

The second training event covers 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 CLLG, and they will be able to provide district-level feed-back.

3)   INTEGRATE THE CIs WITH LG SYSTEMS UNDER

The third training event covers the Capacity-building Area aiming to integrate the bottom-up CI and the top-down LG systems to create synergy between the CI and the LG systems under a CLLG 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 (CLLG) 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 was 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 form a major input in the Topic 3 Course. Following Topic 3 and after concluding the DDSP assignment, the streamlined JDDC were activated in all 9 BRACE Districts

4) INSTITUTIONALIZING COMMUNITY ENGAGEMENT IN THE DEVELOPMENT PROCESS

The integration and synergy between the rural socio-economic development driven by the Community Institutions (CI) and the GoB-led CLLG 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 CLLG system beyond the 9 BRACE target Districts. This requires a significant increase of funds and resources to be allocated to CLLG. 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 CLLG policy.
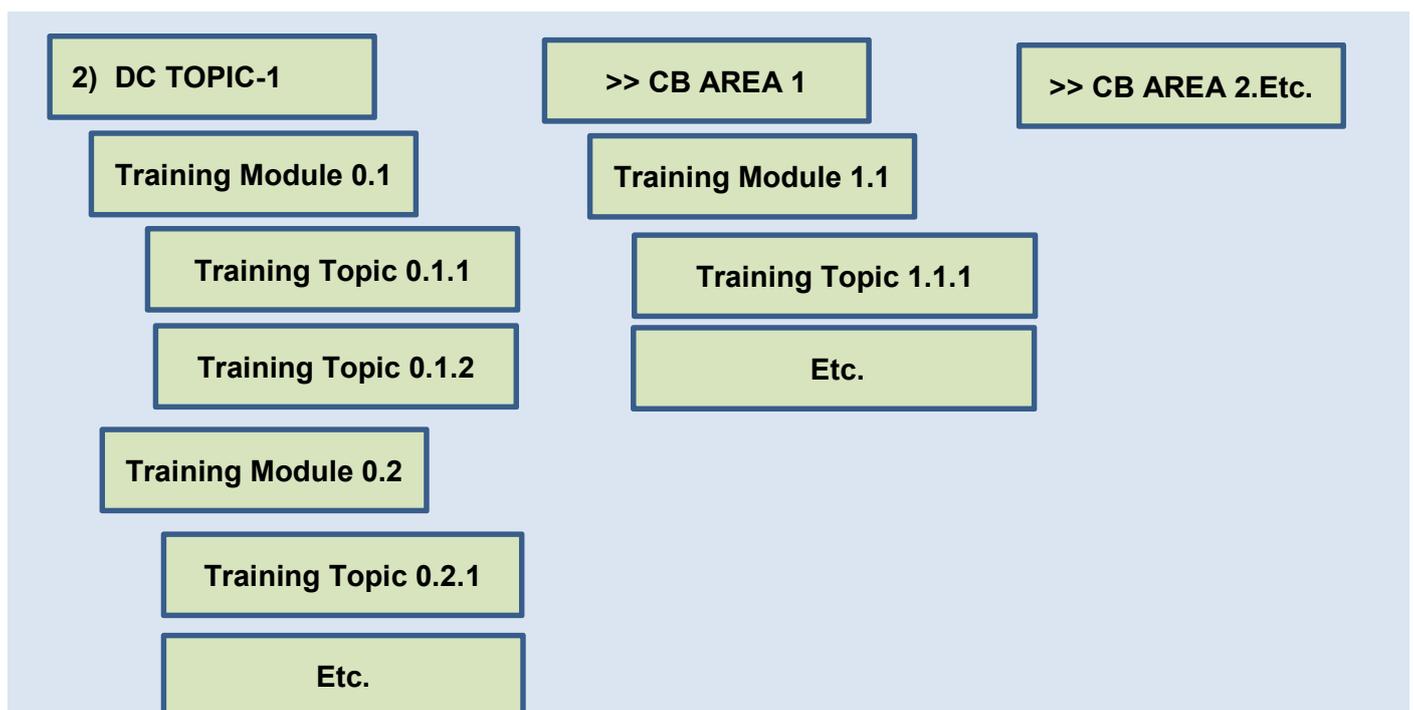
An increased quantum of funds for CLLG and Rural Development would require across the board in all districts, enhanced Local Level Development Planning and PFM capacity. The feedback of the DC trainees will be sought to address the requirement to ensure the required level of development planning and 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:

2) DC TOPIC-1	>> CB AREA 1	>> CB AREA 2.Etc.
Training Module 0.1	Training Module 1.1	
Training Topic 0.1.1	Training Topic 1.1.1	
Training Topic 0.1.2	Etc.	
Training Module 0.2		
Training Topic 0.2.1		
Etc.		

> **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 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 the EUD agreed DSA/TA Rate 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 TRAINNG COURSE PROGRAMME - SUMMARY

Below is the DC Training Topic-4 programme that was held on 16-17 August 2022.

Day 1: Tuesday 16/08/22		Lecturer/Resource Person	BRDA Resource Persons
08.50 – 9.10	Registration	TA	
9.10 – 9.30	Opening and Recitation from Holy Quran -Formal Opening	TA/IDCB DG BRDA	
9.30 – 10.30	Self-Introduction - Recap DC Training Induction and Topics 1, 2 & 3 Purpose of DC Course Topic 4	Lead: TA/IDCB & Participants Lead: BRDA/Dr. Arif Lead: TA/DDC	
10.30 – 11.00	Tea-break		
11.00 – 12.45	**T4/M1**: Legal/Institutional Context, The CLLG Policy and CLLG Policy Framework	Lead: TA/ SPA-PIM	
12.45 – 13.45	Lunch		
13.45 – 15.30	**T4/M2**: The institutional setup to implement the CLLG program and PIM	Lead: FP BRACE/LGRDD TA/ SPA-PIM	BRDA/Ms. Lalarukh
15.30 – 16.00	Tea break		
16.00 – 17.15	**T4/M3**: Community Institutions registration steps and CI mobilization and Bank A/C requirements	Lead: Tariq Bin Farooq GoB BCRAA	BRDA/Mr. Abdul Bari
Day 2, Wednesday 17/08/22		**Lecturer/ Resource Person**	
09.00 – 09.15	Recap of Day 1	TA/DDC & Participants	
09.15 – 10.15	**T4/M4**: The GoB PFM framework and CLLG policy funding arrangements	Lead: PFM Expert/Mr. Jahangir Kakar TA/SPA-PIM	
10.15 – 11.15	**T4/M5:** Community Physical Infrastructure Specifications and Guidelines	Lead: TA/PIM/TB Farooq TA/SPA-PIM	BRDA/ Ms. Lalarukh
11.15 – 11.35	Tea-break		
11.35 – 13.15	**T4/M6**: The holistic community mobilization approach: Institutional Mobilization and the portfolio of socio-economic development investments and their poverty reduction impact	Lead: BRSP (Mr. Naimatullah Miryani) TA/SPA-PIM TA/IM/TB Farooq	
13.15 – 14.15	Lunch		
14.15 – 16.00	**T4/M7**: Roles of district stakeholders under the new CLLG policy	Lead: TA/SPA-PIM BRSP/DPMs	BRDA/Mr. Abdul Bari
16.00 – 16.15	Tea break		
16.15 – 17.00	**T4/M8**: Monitoring, Evaluation, Accountability & Learning (MEAL) framework for GoB rural/urban CLLG development Programmes	Lead: TA/ ME&C Specialist TA/ SPA-PIM	BRDA/Ms. Lalarukh
17.00 – 17.30	Closing Remarks and Certificate Distribution	Secretary LGRDD FP BRACE/LGRDD DG BRDA	

- The dates of the DC TOPIC-4 Course are set for 16 and 17 August 2022

- 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-4 Training. Course Coordinator. His contact details are: EM nazarkhetran@yahoo.com   Mobile 0333 7829845

- The TA Office-Manager (OM), Rahil Peter, is responsible for the logistic and administration during the Topic 4 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 rahilpetertf@yahoo.com Mobile: 0334 2429952

- The TA IT/MIS Specialists, Mr Bilal Ahmed EM 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-4 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 Couse. However, no bags will be purchased for the upcoming trainings 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 CORE 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 3 – "Integrating Community Institutions with the Local Government Systems", however, upon scrutinizing, it was revealed that a total of 02 participants coming for the Topic 3 training had not attended the DC induction course and the Topic 1 and Topic 2 trainings. When the DC training Topic 4 was being planned, the participant confirmation from the districts revealed that there are again 02 new participants who have not attended any of the previous DC training course. In addition, three of the TA-ADCs were also not part of the Topic 4 training as TA was not able to continue their contracts beyond June 2022 in the no-cost extension year. Below is the list of participants who attended the DC Training Topic 4 Course.

# District	##	District	Name	Designation	Organisation
1	1	Duki	Zahid Dotani	DPM	BRSP
2	2	Loralai	Qutab Khan	DPM	BRSP
3	3	Zhob	Jabbar Khan	DPM	BRSP
4	4	Killa Abdullah	Allah Dad	DPM	BRSP
5	5	Pishin	Akbar Tareen	DPM	BRSP
6	6	Jhal Magsi	Munir Mengal	DPM	BRSP
7	7	Khuzdar	Bilal Gighki	DPM	BRSP
8	8	Washuk	Hamza Qambrani	DPM	BRSP
9	9	Kech	Saeed Ahmed	Senior Programme Officer	NRSP
# District	##	District	Name	Designation	Organisation
1	1	Duki	Muhmmad 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. Abdul Mateen	Superintendent General Branch	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	Jamaluddin	P.S to DC	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	Organisation
1	1	Duki	Fazal Muhammad	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	Mr. Muhammad Qasim	Asst Director	LG Dept
3	6	Zhob	Habib Rasool	Senior Assistant	LG Dept
4	7	Killa Abdullah	Sarwar	Asst Director	LG Dept
4	8	Killa Abdullah	Rozina Wardag	Senior Development Officer	LG Dept
5	9	Pishin	Allauddin	Stenographer	LG Dept
5	10	Pishin	Habib Ullah	Senior Clerk	LG Dept
6	11	Jhal Magsi	Abdullah 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	Sher Ahmad	Chief Officer	LG Dept
8	15	Washuk	Jan Muhammad	Asst Director	LG Dept
8	16	Washuk	Izzat Ullah	Chief Officer	LG Dept
9	17	Kech	Zahid Ali	Senior Asst Director	LG Dept
9	18	Kech	Abdullah	Development Officer	LG Dept
# District	##	District	Name	Designation	Organisation
1	1	Duki	Syed Rehman	TA-DC	BRACE TA
2	3	Loralai	Sami Ullah	TA-DC	BRACE TA
3	4	Zhob	Samad Harfal	TA-DC	BRACE TA
4	5	Killa Abdullah	Khalid Umar	TA-DC	BRACE TA
5	7	Pishin	Aziz Ullah	TA-DC	BRACE TA
6	8	Jhal Magsi	Asim Haider	TA-DC	BRACE TA
7	10	Khuzdar	Sana Ullah	TA-DC	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   PARTCIPANTS RSPs

# District	##	District	Name	Designation	Organization	Contact/Cell	Email / Remarks
1	1	Duki	Zahid Dotani	DPM	BRSP	03458312043	
2	2	Loralai	Qutab Khan	DPM	BRSP		
3	3	Zhob	Jabbar Khan	DPM	BRSP	0334 2402505	
4	4	Killa Abdullah	Allah Dad	DPM	BRSP		
5	5	Pishin	Akbar Tareen	DPM	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   PARTCIPANTS 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	0307 2248932	
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. Abdul Mateen	Superintendent General Branch	DC Office	034 72289354	
3	6	Zhob	Rehmat ullah Shah	Suptt:Admin	DC Office	0310 8578630	
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	Jamalddin	Assistant Computer Operator	DC office	0333 8527631	
5	10	Pishin	Sami Ullah	Superintendent	DC office	0306 3886253	
6	11	Jhal Magsi	Atta Muhammad	Superintendent	DC Office	081 2667541	
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	920 862754	
9	18	Kech	Hamal Khan	IT Officer	DC Office	0300 2574754	

ANNEX 5.3   PARTCIPANTS LOCAL GOVERNMENT DEPARTMENT – DISTRICT STAFF

# District	##	District	Name	Designation	Organisation	Contact/Cell	Email / Remarks
1	1	Duki	Fazal Muhammad	Assistant Director	LG Dept	0369 2285471	
1	2	Duki	Haji Muhammad Azam	Chief Officer	LG Dept	0358 8833691	
2	3	Loralai	Muhammad Kaleem	Asst Director	LG Dept	0312-2932691	
2	4	Loralai	Naseer Khan	Chief Officer	LG Dept	0345 8963245	
3	5	Zhob	Muhammad Qasim	Asst Director	LG Dept	0300 2479632	
3	6	Zhob	Habib Rasoon	Senior Assistant	LG Dept	0313 2269785	
4	7	Killa Abdullah	Sarwar	Asst Director	LG Dept	0347 2256987	
4	8	Killa Abdullah	Rozina Wardag	Senior Development Officer	LG Dept	0344 8954554	
5	9	Pishin	Haji Khurshid	Asst Director	LG Dept	0333 8964563	
5	10	Pishin	Kaleeem Ullah	Chief Officer	LG Dept	0300 2476452	
6	11	Jhal Magsi	Abdullah Magsi	UC Secretary	LG Dept	0317 2258796	
6	12	Jhal Magsi	Misri Khan	UC Secretary	LG Dept	0319 2247963	
7	13	Khuzdar	Mir Abdul Razaq Zehri	Senior Asst Director	LG Dept	0333 1247896	
7	14	Khuzdar	Sher Ahmad	Chief Officer	LG Dept	0333 6975481	
8	15	Washuk	Jan Muhammad	Asst Director	LG Dept	03337777496	
8	16	Washuk	Izzat Ullah	Chief Officer	LG Dept	03333917489	
9	17	Kech	Zahid Ali	Asst. Director	LG Dept	03337943456	
9	18	Kech	Abdullah	Development Officer	LG Dept	03333279023	

ANNEX 5.4   PARTCIPANTS NATIONAL AND PROVINCIAL STAKEHOLDERS

# District	##	Federal/Prov.	Name	Designation	Organisation	Contact/Cell	Email / Remarks
0	1	Province	Mr. Niamatuallah Babar	Director General	BRDA		Chief Guest/Official Opening
0	2	Province	Gul M Mengal	FP BRACE	LGRDD		Chief Guest/Official Closing

Annex 6 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.

Scheduled date Actual date	Nov 2019 Dec 2019 INDUCTION	January 2020 July 2021 TOPIC1	February 2020 October 2021 TOPIC 2	April 2020 December 2021 TOPIC 3	June 2020 December 2022 As required on demand of LGRDD	August 2020 August 2022 TOPIC 4

0) INDUCTION COURSE						
	1) BOTTOM-UP COMMUNITY APPROACH					
		2) TOP-DOWN GoB LG SYSTEMS				
			3) INTEGRATE THE CIs WITH LG SYSTEMS (UNDER A GoB CDLG FRAMEWORK)			
				ADDITIONAL TRAINING BRDA Staff Training on General Training Techniques	4) Institutionalizing Community Engagement In The Development Process	

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 with the GoB. These TOP-DOWN SUPPLY DRIVERS aim at a GoB Community Led Local Government (CLLG) Policy that is triggered by:

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

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,

  o using quiz techniques

  o inviting quick comments from the participants

  o 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

BRACE DISTRICT COORDINATION WHATSAPP GROUP – USER PROTOCOL

- At the start of the DC Course a "DC WhatsApp 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 extend 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   Mobile: 0300-3835532

- You can also contact the DDC BRACE TA Nazar Khetran for support.

  EM: 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** 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

BRACE DISTRICT COORDINATION GOOGLE-DRIVE GROUP – USER PROTOCOL

- At the start of the DC Course a "DC-Google-Drive Group "**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   Mobile: 0300-3835532

- You can also contact the DDC BRACE TA Nazar Khetran for support.

  EM: 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 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

  o Folder 000 – DC ADMINISTRATIVE FORMS/DOCUMENTS

  o Folder 00: - DC GENERAL ISSUES

  o Folder "0 – INDUCTION COURSE DOCUMENTS (DECEMBER 2019)"

  o Folder "1 - BOTTOM-UP APPROACH (CI)"

  o Folder "2 - TOP DOWN GoB LG SYSTEMS"

  o Folder "3 - INTEGRATE CIs WITH LG SYSTEMS UNDER CDLG"

  o Folder "4 - MAINSTREAM GoB CDLG BEYOND 9 DISTRICTS"

  o Folder "5 – TECHNICAL BACKGROUND DOCUMENTS"

  o 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
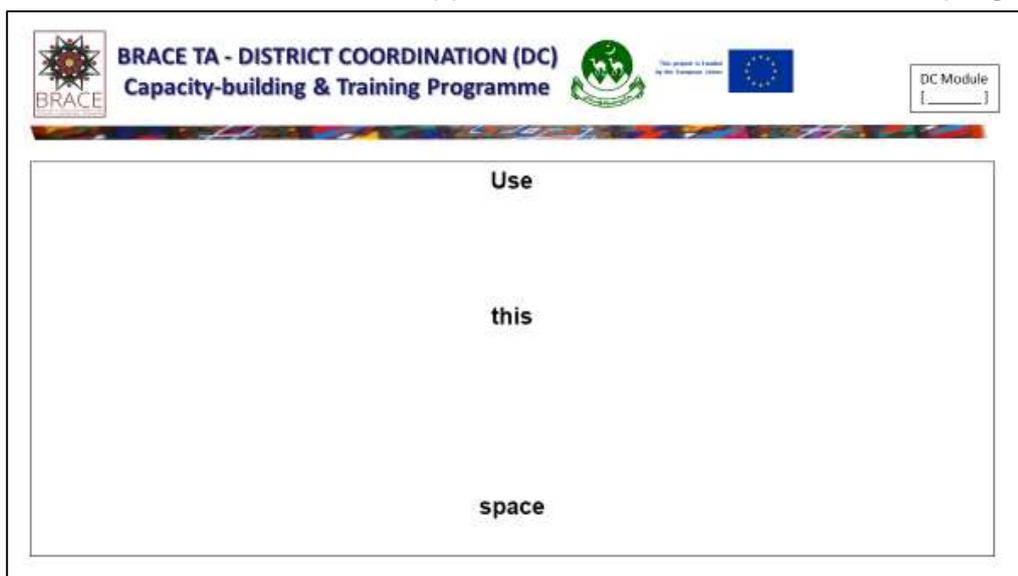
The Topic 4 of the DC Training Course focuses on the institutionalizing the Bottom-Up and Top-Down approaches for improvement of the rural development for the grass root level population in Balochistan. The Bottom-Up approach is an institutionalized informal three-tier setup of community institutions where the Local Support Organization (LSO) represents the community in a Union Council at the higher tier and the Community Organizations in a village at the lowest tier. The TA policy framework intends to institutionalize this three-tier setup with the local government which is the Top-Down approach. The actual needs of the communities need to be addressed and there should be a formal mechanism that links the GoB development framework to channel development and planning at the district level where the GoB line departments and mobilized communities can plan and address the needs of the grass root level communities.

The charismatic focus of the policy is to decentralize the Local Government Systems of the provincial government to initiate development planning and implementation at grass root level with special focus on the needs of the local communities by institutionalizing community institutions in the local government systems. This meant that the community institutions should be provided a legal cover by the GoB to be institutionalized in the local government systems. Article 87b of the Local Government Acts 2022 is a new paragraph added which states that

"A new Paragraph "Provided that a local council, subject to approval of the Local Government Department, may engage Registered Community Based Organizations (CBOs) / Community Institutions (CIs) in its local area development or execute such projects funded by the Donor Organizations / Agencies"

The above amendment in the Local Government Act 2010 breathes life into the Community Led Local Governance Policy Therefore, the objective of the DC Training Course Topic 4 was to brief and orients the participants on

a. The legal context of the CLLG policy and Framework

b. The institutional setup that would be in place after the CLLG policy is adopted by the GoB

c. The Public Finance Management Framework of the GoB and its complementarity to the funding arrangements proposed in the CLLG policy

d. The social mobilization of community institutions and guidelines for their registration with GoB and Bank Account Opening according to the CLLG policy

e. The development programs involved in the CLLG policy which include community physical infrastructure schemes and livelihood interventions (Income Generating Grants, Community Investment Funds, Technical Education and Vocational Trainings etc.)

f. The roles of district stakeholders (GoB Line Departments, CIs, District Administration and the Joint District Development Committees) after the institutional setup of the CLLG will be in place

g. The systems and procedures that will be in place for Monitoring, Evaluations, Accountability and Learning once the CLLG policy become operational

The following topics are expected to enhance the knowledge of the participants on the envisaged institutionalized system.

Module	Training Event / Module / Topic	Lecturer/Trainer/Res. Person	Duration	Module/Topic: Materials/Details
	TOPIC 4 – DAY 1 – 16/08/22			
	Opening at 9:00 am	**TA / BRDA**	**30 Minutes**	
	• Registration • Recitation from the Holy Quran • Welcome note • Formal Opening • Self-Introduction	**TA OM** **TA – HAMZA** **TA TL / DDC** **DG BRDA** **PARTICIPANTS**		• Registration list ready with the printed names of the participants • Surah Ikhlaas • TA TL or TA DDC to give a welcome note • DG BRDA to formally open the DC training Course • All participants introduce themselves
	RECAP	**BRDA / TA**	**1hour**	
	• Recap DC Training Induction and Topics 1, 2 & 3 • Purpose of DC Course Topic 4	Dr. Arif / BRDA Dr. Arsalan / TA	45 Minutes 15 Minutes	A short recap of the BRACE Bottom-Up approach and LG Top-Down Approach and the TA DDSP Assignment The objectives of the CLLG policy by connecting the recap done by Dr. Arif
	Tea Break	**OM**	**30 Minutes**	
M1	**Legal/Institutional Context, The CLLG Policy and CLLG Policy Framework**	**TA**	**1h 45Minutes**	
	• CLLG policy Background • What is the CLLG Policy, goal, objectives, principles, scope • The CLLG policy (legislative, fiscal, regulatory and Institutional) Framework • The CLLG Policy Implementation Manual	TA SPA		• Module presentation to be used • Policy draft to be used as the material • Discussion and detailed elaboration • Module evaluation at the end
	Lunch Break	**OM**	**1 hours**	
M2	**The institutional setup to**	**TA / BRDA**	**1h**	

	implement the CLLG program and PIM		**45Minutes**	
	• The Institutional Setup of the CLLG policy • The objectives, functions composition and TORs of the PCRC, PIU, JDDC, DIU	TA SPA Ms. Lalarukh / BRDA		• Module presentation to be used • Policy draft to be used as the material • Discussion and detailed elaboration • Module evaluation at the end
	Tea Break	**OM**	**20**	
M3	**Community Institutions registration steps and CI mobilization and Bank A/C requirements**	**TA / BRDA**	**1hour**	
	• The CLLG Social Mobilization Approach and Purpose • Social Mobilization Procedure • Minimum Criteria for recognition of COs, VOs and LSOs • Micro Investment Plans, Village Development Plans and UC Development Plans • Capacity Building of Community Institutions	Mr. Abdul Bari / BRDA TA SPA	30 Minutes 30 Minutes	• Module presentation to be used • Policy draft to be used as the material • Discussion and detailed elaboration • Module evaluation at the end

	TOPIC 4 – DAY 2 – 17/08/22			
	Recap Day 1	TA	15 Minutes	
M4	**The GoB PFM framework and CLLG policy funding arrangements**	**PFM Expert GoB**	**1h**	
	• Establishment of Financial System for the CLLG policy • Budget Planning and Fund Flow • CLLG fund flow mechanism • Policy Investment Prioritization Model • Distribution of Funds among districts and UCs	• Mr. Jahangir Kakar / GoB PFM Expert, FD		• Module presentation to be used • Policy draft to be used as the material • Discussion and detailed elaboration • Module evaluation at the end
M5	**Community Physical Infrastructure Specifications and Guidelines**	**TA/BRDA**	**1h**	
	• General Policy and Procedure of CPI Projects • Eligibility Criteria of CIs for CPI project funding • Size, Sector and Type of Interventions • CPI Project Screening and Scoring Criteria • Development of Project Proposal for CPI Grant • CPI project management cycle	Ms. Lalarukh / BRDA TA – Tariq Bin Farooq	20 Minutes 40 Minutes	• Module presentation to be used • Policy draft to be used as the material • Discussion and detailed elaboration • Module evaluation at the end
	Tea break	**OM**	**30 Minutes**	**Submit DSA Forms to TA./OM**
M6	**The holistic community**	**TA / BRSP**	**1h 40**	

	mobilization approach: **Institutional Mobilization and the portfolio of socio-economic development investments and their poverty reduction impact**		**Minutes**	
	• The CLLG holistic poverty reduction approach • Procedure for Technical Education and Vocational Training Component • Procedure for Income Generating Grants Component • Procedure for Community Investment Fund Component • Eligibility Criteria for CI for TVET, IGGs and CIF component • Community Book Keeper • Individual Disbursement Process to CIF beneficiaries and recovery procedure	Mr. Ghulam Murtaza / BRSP TA – Tariq Bin Farooq	Combined	• Module presentation to be used • Policy draft to be used as the material • Discussion and detailed elaboration • Module evaluation at the end
	Lunch break	**OM**	**1 hour**	
M7	**Roles of district stakeholders under the new CLLG policy**	**TA/BRDA**	**1h 45 Minutes**	
	The roles of JDDC, Chairman District Council, Deputy Commissioner, Assistant Director LGRDD, Line Departments, CLLG DIU, TA DCs and Implementing Partners in the CLLG policy and program implementation	Mr. Abdul Bari / BRDA TA Tariq Bin Farooq	Combined	• Module presentation to be used • Policy draft to be used as the material • Discussion and detailed elaboration • Module evaluation at the end

	Tea Break	**OM**	**30 Minutes**	
M8	**Monitoring, Evaluation, Accountability & Learning (MEAL) framework for GoB rural/urban CLLG development Programmes**	**TA**	**45 Minutes**	
	• What is MEAL • Internal Monitoring systems of the CLLG policy • External Monitoring systems of the CLLG policy • The purpose and responsible stakeholders for evaluation • Accountability procedures and systems in the CLLG policy • Learning (PDIA Approach)	**TA IDCB**		• Module presentation to be used • Policy draft to be used as the material • Discussion and detailed elaboration • Module evaluation at the end
	• Closing Remarks by Guest of Honor – Secy/DS-LGRD • Distribution of Certificates • Group Photo	• Secy LGRDD • DG BRDA • DDC		• Ensure DSAs are paid • Ensure equipment is properly stored • Ensure attendance is complete • Ensure all module evaluations are submitted • Ensure all participants receive training certificate • Ensure group photo

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

EXTERNAL LECTURERS (EL) and RESOURCE PERSONS – INDUCTION COURSE – DEC 2019						
#	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 – UCDP – DDP	Resource Person
ER2	Sirajul Haq Ghauri	Sr Manager Programmes	BRSP	0321 5880045	RSP: PSC - CO – VO – LSO – CPI – VDP – UCDP – 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 kalimhotaki@yahoo.com	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. Adbul 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

EXTERNAL LECTURERS (EL) – TOPIC 3 – December 2021

#	Name	Title/Designation	Organization	Contact/Cell-EM	Expertise Areas/Modules	Contract
EL	Mr. Syed Ishfaq Ur Rehman	Lead Consultant	Private	03100800700	District Development Strategy and Plan	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	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. 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

EXTERNAL LECTURERS (EL) – TOPIC 4 – August 2022

#	Name	Title/Designation	Organization	Contact/Cell-EM	Expertise Areas/Modules	Contract
EL	Mr. Jahangir Kakar	PFM Expert	GoB Finance Department	03100800700	Public Finance Management	External Lecturer
EL	Mr. Ghulam Murtaza	Manager Livelihood	BRSP	03458213232	BRACE Livelihood Component Expert	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. 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

Balochistan Rural Development & Community Empowerment Programme
BRACE Technical Assistance Project

Quetta, Date _____

To   _____

Subject: **Contract Award Letter – Lecturer DC Training Topic 4**

Dear _____ ,

I am referring to your correspondence / communication on the subject above and confirm the dates of the District Coordination (DC) TOPIC 4 Training Course to be held at the Balochistan Rural Development Academy, Western Bypass, near Jabal-e-Noor Quetta, on 16-17 August 2022.

The BRACE Programme TA component (implemented by DAI) has scheduled the District Coordination TOPIC 4 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 4 Course Module

Deliverable: **Lecture on Following Topics**
1. _____

Delivery on   **dd/mm/yyyy**

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 Khetran), who is the DC Training Course Coordinator; EM nazarkhetran@yahoo.com, or Mob: 0333 7829845.

Looking forward to your valuable contributions to the training course.

Peter R Portier   *Dr Arsalan Karim*

Team Leader   Institutional Development and Capacity Building Advisor
BRACE TA Project   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 4 Training Programme
    3   Contract Award Conditions

ANNEX 3 CONTRACT AWARD LETTER - DC TRAINING COURSE TOPIC 4

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 <u>3-person/days of input</u> 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 <u>half-a-day</u> 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 <u>half-a-day input</u> 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 10   POLICY AND PRCEDURES 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 Pans, are integrated with the GoB LG systems and recurrent/development budgets

Annex 11 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

Date: 05/08/2022

To   **DC Training Topic 4 Nominated Participants** (see **annex 1** for list of nominated participants)

Subject: **Participation in the District Coordination Training Course: Topic 4**

Please refer to the recent correspondence/communication on the subject and the confirmed dates of the District Coordination (DC) Training Course Topic 4 (Mainstreaming GoB Community Led Local Governance Policy) to be held at the Balochistan Rural Development Academy (BRDA), Western Bypass near Jabal-e-Noor Quetta, from 16th to 17th August 2022 (2-days). **Venue: Balochistan Rural Development Academy (BRDA), Quetta**

The BRACE Programme TA component (implemented by DAI) 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 4.** You are advised to attend the DC Training Topic 4 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 11 August 2022. 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 take place randomly 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 2-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 and TA (Assistant) District Coordinators are to attend the Topic-4 Course to be held between 16th – 17th August 2022 and are to report at BRDA on 16th August 2022 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, Mob: 0333 7829845 or TA Institutional Development and Capacity Building Advisor (Dr. Arsalan Karim, EM 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, 10th August 2022

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

Subject: **INVITATION: District Coordination Training Course Topic 4: The GoB Community Led Local Governance Policy: Institutionalizing Community Engagement in the Development Process**

Dear Mr. Niamatullah Babar Sb,

Under the TA BRACE Programme, the TA component (implemented by DAI) conducted the DC Induction course at BRDA in December 2019 and Topic 1 "Couse 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 then conduct the DC Training on Topic 2 in October 2021 which was focused on a Top-Down Approach of the Government of Balochistan. In December 2021, TA BRACE conducted the DC Course Topic 3 which aimed to bring together the Bottom-Up and Top-Down Approaches and was named "Integrating Community Institutions with the Local Government System".

TA now intends to hold the DC Training Course Topic 4 "The GoB Community Led Local Governance Policy: Institutionalizing Community Engagement in the Development process" on the 16 – 17 August 2022 at BRDA. The DC training course Topic 4 marks the end of the series of DC training courses that were scheduled under the TA BRACE component with the final debriefing of the targeted "critical mass" (Annex – 1) of around 57 district and provincial level officials and selected RSPs representatives, who are to play a key role in promoting the Community Led Local Development in Balochistan.

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 trainings.

The training is scheduled for two days from 16th - 17th August 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.   All TA DCs/ADCs of BRACE TA programme.

Your participation in the DC Training Topic 4 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-2 for closing remarks is requested. In case you have any further queries please contact the TA DC Course Coordinator/Director District Coordinators, Mr. Nazar Khetran (Cell: 0333-7829845)

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

(Nazar Khetran)
Director District Coordinators
BRACE TA

Copy to:
  1. Development Advisor, European Union Delegation
  2. DG BRDA

Annex 12   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**

Participant/Trainee Name		**Date**	
Designation		**Module #**	M1
Organization			
Training Module	Legal/Institutional Context, The CLLG Policy and CLLG Policy Framework		

Module(s)		Evaluation Question	Give one score				
#			1	2	3	4	5
	1	Did this presentation (further) increase your understanding of the **Community Led Local Governance Policy**					
	2	Did this presentation increase your understanding of **Structure of the Institutional and legal context of the CLLG Policy**?					
	3	Did this presentation address **the goal of the CLLG policy clearly?**					
	4	Did this presentation give you oversight of the objectives of the CLLG policy?					
	5	Did this presentation clarify **Stakeholders of the CLLG Policy** ?					
	6	Do you have a **better understanding of the principles and scope of the CLLG policy**?					
	7	**Did you obtain new insight of the CLLG policy framework?**					
	8	Was Module **presented clearly in terms of structure and content**					
	9	Was Module presentation balanced i**n terms of duration & time allocation?**					
	10	How do you rate the **delivery by Presenters/Trainers?**					
		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
<u>BRACE Technical Assistance Project</u>

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	**M 0.1 and M 0.2**																	
	1	Did this presentation (further) increase your understanding of the Community Led Local Governance Policy	1			2			3			4			5				
	2	Did this presentation increase your understanding of Structure of the Institutional and legal context of the CLLG Policy?	1			2			3			4			5				
	3	Did this presentation address the goal of the CLLG policy clearly?	1			2			3			4			5				
	4	Did this presentation give you oversight of the objectives of the CLLG policy?	1			2			3			4			5				
	5	Did this presentation clarify Stakeholders of the CLLG Policy ?	1			2			3			4			5				
	6	Do you have a better understanding of the principles and scope of the CLLG policy?	1			2			3			4			5				
	7	Did you obtain new insight of the CLLG policy framework?	1			2			3			4			5				
	8	Was Module presented clearly in terms of structure and content	1			2			3			4			5				
	9	Was Module presentation balanced in terms of duration & time allocation?	1			2			3			4			5				
	10	How do you rate the delivery by Presenters/Trainers?	1			2			3			4			5				

Standing Banner

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POLICY & PROCEDURES MANUAL
DISTRICT COORDINATION TRAINING COURSE
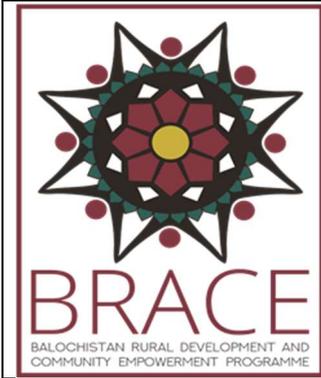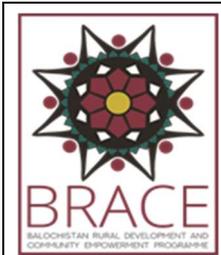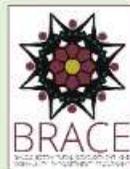
District Coordination Training Course
TOPIC 4

**"The GoB Community Led Local Governance Policy:
Institutionalizing Community Engagement in the Development Process"**
At
Balochistan Rural Development Academy
Organized by
Technical Assistance (TA) Component
Balochistan Rural Development & Community Empowerment (BRACE) Programme

Held From 16-17 August, 2022

In collaboration with
Local Government Department, Government of Balochistan

This Project is
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DAI