



To Secretary LGRDD, Director Planning & Finance LGRDD/BRAE FP
 From TA Team
 CC EUD/PM-RD, TA/PD, TA/PM
 Date 10/11/22

RE: Consolidation Comments & Technical Reviews to Finalize CLLG Policy for Adoption and the Way Forward

BACKGROUND

This memorandum contains the consolidation of the comments of (a) various GoB Stakeholders and (b) the Technical Reviews, and these comments have been integrated in the Final Draft Community-Led Local Governance (CLLG) Policy text, the CLLG Policy Framework (FW) and the CLLG Policy Implementation Manual (PIM). The Final Draft CLLG Policy is included in [Annex 1](#) which was submitted to Provincial Cabinet for Approval and adoption.

First, the draft CLLG Policy was endorsed in the BRACE Strategy & Policy Dialogue Committee (SPDC) meeting of 7/9/22 and [Annex 2](#) contains the Minutes of that SPDC Meeting. After the 7/9/22 SPDC meeting, the TA consulted bilaterally all key stakeholders to obtain their detailed comments on the draft CLLG Policy, the CLLG Policy FW, and the CLLG PIM, and [Annex 3](#) presents an Infographics of the timeline of the consultation process with the GoB Stakeholders and Technical Reviewers, clearly demonstrating that all relevant parties have been consulted and that their (technical) comments have been incorporated and integrated in the Final Draft CLLG Policy.

The detailed (technical) comments by the GoB Stakeholders are presented in [Annexes 4 to 10](#), and these Annexes show HOW their comments were incorporated and integrated in the Final Draft CLLG Policy. The TA also engaged selected Technical Reviewers/Experts, to review their relevant sections of the CLLG Policy, the Policy FW, and the CLLG PIM documents, i.e. on their area of expertise. These Technical Reviews are presented in [Annexes 11 to 16](#) and also show HOW the technical reviews were incorporated and integrated in the Final Draft CLLG Policy

THE WAY FORWARD

The steps below present a way forward, aiming at formal adoption by Cabinet of the CLLG Policy, by January 2023. This timing leaves Q1/Q2 2023 for OPERATIONALISATION and IMPLEMENTATION of the CLLG Policy. These steps, some to be taken in parallel, are elaborated in [Annex 17](#).

1	21/11 - 2/12/22	Share responses on comments to P&DD, FD, and RSPN to complete this final round.
2	21/11 -2/12/22	Preparation with LGRDD of Final Draft CLLG Policy , Policy FW and CLLG PIM (Outline), for presentation to relevant Competent Authorities: ACS/Dev, CS-Office, and to Cabinet for promulgation
3	21/11 – 2/12/22	Preparation CLLG Policy PPT Presentations and Hand-outs for specific Audiences; Secretary LGRDD, ACS/Dev, CS Office, Cabinet, Press/social media
4	Q4-2022+Q1-2023	TA to prepare Schedule of CLLG Policy Dissemination Meetings and related TA IE-Budget Estimates, and start Dissemination Meetings from 5/1/23 (In Quetta as much as possible at BRDA)
5	Q4 2022/Q1-2023	TA, LGRDD, PDD and EAD to investigate and propose EUD funding options for possible future GoB CLLG Development Projects/Programmes. Options; Project, Sector-Budget-Support, or EU Programme-Estimates funding.
6	Q4 2022/Q2 2023	TA and LGRDD to identify CLLG Policy OPERATIONALISATION Measures , including (1) specification CLLG Programmes Institutional Set-up (Province/District), their RoBs, the SNE/Staff Positions, and Job Descriptions, and (2) specification of Operations and Development Budgets, to implement possible GoB CLLG Development Programmes. in selected/pilot Districts.
7	Q4 2022/Q2 2023	TA and LGRDD to identify CLLG Policy IMPLEMENTATION Measures , including: (1) Selection and GoB/EUD Approval of CLLG Development Pilot Districts (2) Activation of relevant CLLG SNE Positions, in Province and in the pilot Districts, (3) Timely releases of Operations & Development Budgets, to start Implementation in the Pilot Districts.

Annexes.

- 1) Final Draft CLLG Policy (Version 01/12/22) submitted by TA to LGRDD to Cabinet**
- 2) Minutes SPDC Meeting 7/9/2022, endorsed Draft CLLG Policy**
- 3) Infographics on Consultation Process Timeline**
- 4) Miscellaneous Comments on CLLG Policy by RSPs and Others, in (a) in E-mails, (b) Annotated Comments on Draft CLLG Policy, and (c) Minutes RSPN-meeting (08/07/22)**
- 5) Comments Planning and Development Department (P&DD)**
- 6) Comments Finance Department (FD)**
- 7) Comments Social Welfare Department (SWD)**
- 8) Comments Women Development Department (WDD)**
- 9) Comments Services & General Administration Department (S&GAD)**
- 10) Possible Comments Chief Secretary (CS) Office**
- 11) Technical Review: PFM/PPP Expert on CLLG Policy and PIM**
- 12) Technical Review: Community Mobilization (CM) Expert**
- 13) Technical Review: Govt. Rules, Legal/Legislation, Service Structure Expert**
- 14) Technical Review: Minorities/Inclusiveness Expert**
- 15) Technical Review: Local Government/Governance Expert**
- 16) Technical Review: Community Institutions Registration & Regulation Expert**
- 17) The Way forward**

Annex 1

Final Draft CLLG Policy (Version 30/11/22) for submission by LGRDD to Cabinet

1A CLLG Policy

1B CLLG Policy FRAMEWORK (FW)

1C CLLG POLICY IMPLEMENTATION MANUAL (PIM)

:

Annex 1A
Final Draft CLLG Policy
(Version: 10th Draft - Date 01/12/22)



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



o/c

To

1 December 2022

The Secretary,
Local Government & Rural Development Department (LG&RDD),
Civil Secretariat, Quetta,

Subject: SUBMISSION OF DRAFT GoB COMMUNITY-LED LOCAL GOVERNANCE (CLLG) POLICY FOR APPROVAL

Dear Sir,

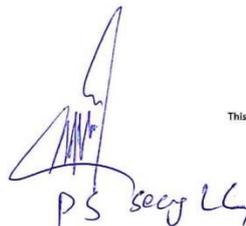
The overall objective of the EU-funded Balochistan Rural Development and Community Empowerment (BRACE) Programme (2017-2022) is to support the Government of Balochistan (GoB) in reducing the negative impact of economic deprivation, poverty and social inequality, environmental degradation and climate change, and to transform these challenges into opportunities to empower resilient communities actively participating in identifying and implementing socio-economic development activities on a sustainable basis in partnership with local authorities.

The GoB Community-Led Local Government (CLLG) Policy is the specific objective of the BRACE-TA Project, which contributes to the BRACE Programme Overall Objective. The CLLG Policy will enable the Government of Balochistan (GoB) to strategically approach and sustain community-led development and community empowerment, by developing and implementing an innovative and transformational local governance framework, that can contribute in a sustained and more effective manner to poverty reduction in Balochistan.

The GoB Community-Led Local Governance (CLLG) Policy encourages linkages and complementarities between Government top-down investments, and the bottom-up local development initiatives and investments by mobilized and registered Communities, aligned with Local Councils development plans. This development investment complementarity and synergy between Government, Local Councils and mobilized Communities, will (a) improve the quality of, and access to frontline public services delivery, and (b) will sustainably alleviate poverty for the targeted households, in line with the overall objectives of the BRACE Programme. The increased service delivery and targeted sustained poverty reduction was clearly demonstrated by the evidence provided in the Poverty-impact studies that were carried out under the BRACE Programme.

The GoB Community Led Local Governance (CLLG) Policy is based on (a) on proven-effective global donor experiences, lessons learned from Pakistan's other Provinces' in Community Mobilization, and in particular the experiences and lessons-learned from the BRACE community-led rural development Programme, and (b) the GoB CLLG Policy is fully tailored to the Balochistan's institutional, socio-economic and political context, and fully aligned with the GoB planning, development and financial regulations, and (c) the CLLG Policy foresees the continued effective PPP collaboration between Government and Community Mobilization NGOs that have an outreach into villages.

The CLLG Policy will enable mobilized and registered communities to access public funds and technical assistance, for improving the quality of and access to frontline public services and alleviating poverty at the household level, thereby enhancing the effectiveness and possible scope of Government Community-Led local development initiatives and investments. The landmark amendment (Section 87) to the Balochistan LG Act provides a solid legal basis for the role to be played by registered Community Institutions, as envisaged under the CLLG Policy.


P S Secy LG

This project is implemented by a consortium led by DAI Global Austria GmbH & Co KG





Balochistan Rural Development & Community Empowerment (BRACE) Programme

BRACE Technical Assistance (TA) Project



The BRACE Programme is funded by the European Union

Following extensive multi-stakeholder collaborative consultations (2020/2022) with notified Working Groups and a Sector Coordination Committee (SCC), and after comprehensive and detailed technical reviews by subject experts, and reviews from the relevant departments, the 6th meeting of the BRACE Strategy & Policy Dialogue Committee (SPDC) Committee, held on 7 September 2022, chaired by the Additional Chief Secretary (Dev), endorsed the GoB CLLG Policy (See Annexure A: Minutes of the SPDC meeting).

On behalf of the TA team, I am very pleased to submit the updated draft of the GoB CLLG Policy (Annexure-B) for your final review and onward submission to the provincial Cabinet for approval.

May I take this opportunity to put on record and express my gratitude and appreciation, for the commitment and contributions we received from all stakeholders throughout the policy reform consultation process, your leadership to bring this process to a good close, and I mention especially the untiring efforts of Mr Gul Muhammad Mengal, Director (Planning & Finance), LG&RDD.

The TA team is looking forward to facilitate the operationalization of the GoB CLLG Policy. The upcoming CLLG Policy Advocacy Workshop, to be held on 9th December 2022 will provide a first opportunity to mobilize the relevant stakeholders and interested Development Partners, to embark on the next journey to implement the CLLG Policy.

Yours sincerely

Peter Portier

Team Leader - BRACE-TA

Enclosed:

1. Annexure-A: Minutes of SPDC Meeting
2. Annexure-B: Draft GoB CLLG Policy

Copy forwarded to the:

- Additional Chief Secretary (Dev.), GoB, Planning and Development Department/Chair SPDC.
- EUD/HoC, EUD/PM-RD, EU Delegation, Islamabad
- DAI TA Project Director

This project is implemented by a consortium led by DAI Global Austria GmbH & Co KG



COMMUNITY LED LOCAL GOVERNANCE POLICY

INSTITUTIONALIZING COMMUNITY ENGAGEMENT
IN LOCAL GOVERNANCE



GOVERNMENT OF BALOCHISTAN

COMMUNITY LED LOCAL GOVERNANCE POLICY

INSTITUTIONALIZING COMMUNITY ENGAGEMENT
IN LOCAL GOVERNANCE



GOVERNMENT OF BALOCHISTAN

CONTENTS

PART -1

1	THE BALOCHISTAN COMMUNITY-LED LOCAL GOVERNANCE POLICY
2	1.1 PREAMBLE
2	1.2 CLLG POLICY RATIONALE
2	1.2.1 GOAL
3	1.2.2 OBJECTIVES
3	1.2.3 STAKEHOLDERS
4	1.3 CLLG POLICY PRINCIPLES
4	1.3.1 COMMUNITY INSTITUTION MOBILIZATION, EMPOWERMENT, AND INCLUSIVENESS
5	1.3.2 CAPACITY DEVELOPMENT AND TRANSFORMATIVE REFORMS
5	1.3.3 SUBSIDIARITY
5	1.3.4 TRANSPARENCY, ACCOUNTABILITY AND RESPONSIVENESS
5	1.3.5 COMMUNITY-LEVEL PPP
6	1.4 CLLG POLICY REGULATORY FRAMEWORK
6	1.4.1 THE GOB LEGISLATIVE FRAMEWORK
7	1.4.2 THE GOB FISCAL FRAMEWORK
8	1.4.3 THE CLLG POLICY AND CLLG DEVELOPMENT PROGRAMMES AUDIT REQUIREMENTS
8	1.4.4 REGULATORY FRAMEWORK TO INTEGRATE AND INSTITUTIONALIZE COMMUNITY MOBILIZATION IN LOCAL GOVERNANCE
8	1.4.5 THE CLLG POLICY INSTITUTIONAL AND IMPLEMENTATION FRAMEWORK
9	1.4.6 CAPACITY-BUILDING TO IMPLEMENT THE CLLG POLICY
10	1.4.7 THE CLLG POLICY MEAL FRAMEWORK
11	1.5 THE CLLG POLICY IMPLEMENTATION MANUAL (PIM)

NTS

PART-2

13	COMMUNITY-LED LOCAL GOVERNANCE (CLLG) POLICY FRAMEWORK
14	2.1 THE COMMUNITY-LED LOCAL GOVERNANCE POLICY FRAMEWORK
14	2.1.1 THE CLLG POLICY
14	2.1.2 THE CLLG POLICY FRAMEWORK
14	2.1.2.1 THE GOB LEGISLATIVE FRAMEWORK
15	2.1.2.2 POLICY FINANCING, FUND FLOW, AND ACCOUNTING PROCEDURES
19	2.1.2.3 THE HOLISTIC PACKAGE OF COMMUNITY MOBILIZATION
20	2.1.2.4 REGULATORY FRAMEWORK
22	2.1.2.5 THE CLLG POLICY INSTITUTIONAL AND IMPLEMENTATION FRAMEWORK
26	2.1.2.6 CAPACITY BUILDING TO IMPLEMENT THE CLLG POLICY
27	2.1.2.7 THE CLLG POLICY MEAL FRAMEWORK
29	2.1.2.8 THE CLLG POLICY AND CLLG DEVELOPMENT PROGRAMMES AUDIT REQUIREMENTS
29	2.1.2.9 THE CLLG POLICY IMPLEMENTATION MANUAL (PIM)

MESSAGE FROM

THE SENIOR MINISTER, LOCAL GOVERNMENT AND RURAL DEVELOPMENT

The Government of Balochistan is very well aware of the challenges posed by poverty and difficulties in providing public services to the people of Balochistan. That is why we are leaving no stone unturned in reducing the impacts of poverty, particularly in the wake of recent floods on the lives of our people and improving access to and quality of public services. The promulgation of the Community-Led Local Governance (CLLG) Policy is part of the Government's efforts to provide an enabling environment where communities can access public funds and help resolve their most needed developmental issues.

I am pleased that the Government of Balochistan has approved the innovative Community-led Local Governance (CLLG) Policy which will further empower our communities to play an influential role in local development. The mobilized and organized communities will become agents of change for improved local governance. I am confident that the CLLG Policy will directly impact the front-line public services delivery and will also support the provincial Government's resolve to alleviate poverty.

Now that local government elections are held in the province, this fourth tier of the capacitated community institutions will further strengthen the local government system in the province. I urge all the stakeholders to come forward and join hands with the Government of Balochistan in the implementation of this Policy to improve the quality of life of the local communities.

Sardar Muhammad Saleh Bhootani

Senior Minister,

Local Government and Rural Development Department

Government of Balochistan

FOREWORD BY

THE SECRETARY, LOCAL GOVERNMENT AND RURAL DEVELOPMENT

The Government of Balochistan (GoB) Community-Led Local Governance (CLLG) Policy guides and triggers the possible collaborations and linkages between the development initiatives of the Government and the empowered citizens and communities, thereby making the GoB's poverty reduction efforts more effective and sustainable, and social services delivery more effective and relevant, by responding to the articulated community identified & prioritized-needs.

The GoB Community-Led Local Governance (CLLG) Policy is based on past experiences, especially with the European Union (EU)-funded community mobilization programmes, and on experiences and lessons learned from other Provinces' community-led local development policies and community-led rural development programmes, and on an understanding of Baluchistan's institutional, socio-economic and political context.

For better understanding, this document is divided into two parts; Part-I provides information about the goal, objectives, and stakeholders of the CLLG Policy, while Part II elaborates on various components of the CLLG Policy implementation framework. Nonetheless, both parts are self-contained to meet the information needs of various audiences.

Lastly, I would like to thank all the stakeholders, including government departments, Rural Support Programmes, and local communities who supported the development of this Policy and especially the European Union Delegation for extending their much-needed technical assistance for the formulation of this Community Led Local Governance Policy.

Dostain Khan Jamaldini

Secretary,

Local Government and Rural Development Department

Government of Balochistan

ACRONYMS

ADLG	Assistant Director Local Government
BCDP	Balochistan Community Development Programme
BLGA	Balochistan Local Government Act
BPPRA	Balochistan Public Procurement Regulatory Authority
BRACE	Balochistan Rural Development and Community Empowerment
BRDA	Balochistan Rural Development Academy
CBOs	Community-Based Organizations
CDLD	Community-Driven Local Development
CE	Community Empowerment
CI	Community Institutions
CIF	Community Investment Fund
CLLG	Community-Led Local Governance Policy
CM	Community Mobilization
CPI	Community Physical Infrastructure
DAOs	District Account Officers
DC	Deputy Commissioner
DDO	Drawing and Disbursement Officer
DIU	District Implementation Unit
DP	Development Partners
EUD	European Union Delegation
GOB	Government of Balochistan
IGG	Income Generating Grants
IP	Implementation Partner
JDDC	Joint District Development Committee
KP	Khyber Pakhtunkhwa
LCFC	Local Councils Finance Commission
LG	Local Government
LGRDD	Local Government and Rural Development Department
LSO	Local Support Organizations
MC	Municipal Committee
MC	Municipal Corporation
MC	Metropolitan Corporation
MEAL	Monitoring, Evaluation, Accountability, and Learning
MHI	Micro Health Insurance
MIS	Management Information System
MTBF	Medium-Term Budgetary Framework
MTFF	Medium-Term Fiscal Framework
NGOs	Non-Governmental Organizations
PCRC	Policy Coordination and Review Committee
PFM	Public Financial Management
PIM	Policy Implementation Manual
PIU	Policy Implementation Unit
PPP	Public-Private Partnership
PS	Personal Secretary
PSC	Poverty Score Card
SBP	State Bank of Pakistan
TVET	Technical Vocational & Educational Training
UC	Union Council



**GOVERNMENT OF BALOCHISTAN
LOCAL GOVERNMENT, AND RURAL
DEVELOPMENT DEPARTMENT**
Quetta, **January 2022**

NOTIFICATION

No. LGRDD/CLLG/2022-23. In compliance with Section 87 of the Balochistan Local Government Amended Act 2022 and with prior approval of the competent authority, the Secretary, Local Government and Rural Development Department (LGRDD), Government of Balochistan is pleased to notify the Community Led Local Governance (CLLG) Policy to institutionalize the proven effective community-led development approach in the GoB local government system for improved service delivery and poverty alleviation in the Balochistan province.

The GoB Community-Led Local Governance (CLLG) Policy is based on past experiences, especially with the European Union (EU)-funded community mobilization programmes, and on experiences and lessons learned from other Provinces' community-led local-development policies and community-led rural development Programmes, and on an understanding of Baluchistan's institutional, socio-economic and political context.

The CLLG Policy enables organized communities to access public funds and technical assistance for improving the quality of and access to frontline public services and alleviating poverty at the household level.

The GoB CLLG Policy will transform the development landscape in Balochistan by guiding the design and activation of community-driven development programmes, including their institutional set-up, budget resource allocations, M&E and performance monitoring systems, and accountability and audit systems.

According to the CLLG Policy, the first Policy Coordination and Review Committee (PCRC) meeting shall be called within one month of this notification where the concerned departments will be directed to initiate actions for the establishment of systems for the operationalization of the CLLG Policy.

Dostain Khan Jamaldini
Secretary

NO & DATE EVEN: -

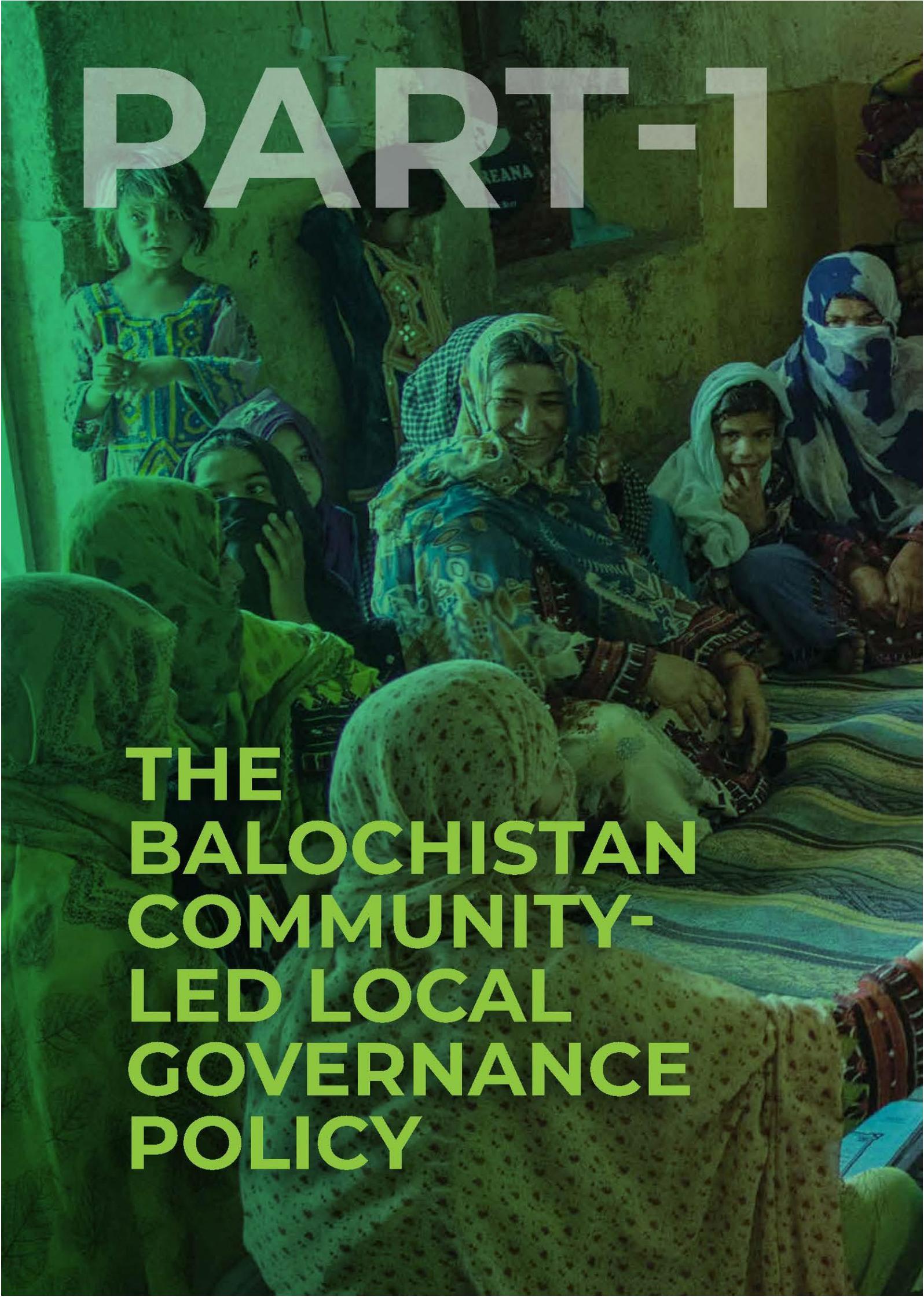
A copy is forwarded to: -

1. The Senior Member/Members, Board of Revenue, Balochistan.
2. The Addl: Chief Secretary (Dev:), GoB, P&D Department, Quetta.
3. The Chairman, Chief Minister Inspection Team, Quetta.
4. The Principal Secretary to Governor Balochistan, Quetta.
5. The Principal Secretary to Chief Minister Balochistan, Quetta.
6. The Accountant General Balochistan, Quetta.
7. All the Administrative Secretaries, Balochistan.
8. The Secretary, Balochistan Provincial Assembly, Quetta.
9. The Secretary, Office of the Provincial Mohtasib Balochistan, Quetta.
10. The Director General Public Relations Balochistan, Quetta.
11. All the Divisional Commissioners, Balochistan.
12. The Registrar, Balochistan High Court, Quetta.
13. The Addl: Secretary (Staff) to Chief Secretary Balochistan, Quetta.
14. All the Heads of Attached Departments, Balochistan.
15. All the Deputy Commissioners, Balochistan.

- :
16. All the District Police Officers, Balochistan.
 17. All District Accounts Officers/ Asst: District Accounts Officers, Balochistan.
 18. The Controller, Government Printing Press, Quetta.
 19. Master File.

(Section Officer)
Development Wing
Local Government and Rural Development
Department

PART-1

A photograph of a group of women and children in a room. The women are wearing headscarves and patterned clothing. One woman in the center is smiling. The room has a textured wall and a patterned rug. The overall tone is green.

THE BALOCHISTAN COMMUNITY- LED LOCAL GOVERNANCE POLICY



Part-1: The Balochistan Community-Led Local Governance Policy

Preamble

The domain of Local Government encompasses virtually every need and all affairs that a citizen and community experience in their day-to-day life. The Constitution of the Islamic Republic of Pakistan under Articles 32 & 140-A requires the State to encourage Local Government institutions to facilitate expeditious disposal of its business to meet the convenience and requirements of the public. The “local government structure” constitutes the third level of Government, after the federal and provincial levels. The GoB Local Government vision is all about community engagement and empowerment through their representation in the local government system.

This Community-Led Local Development in Balochistan draws on the lesson-learned and best practices of the EU-funded Balochistan Community Development Programme (BCDP 2013-2017), the Balochistan Rural Development and Community Empowerment (BRACE) Programme (2017-2022), and other community-mobilization development programmes, and adapted these lessons to the specific conditions and requirements of Balochistan. This GoB CLLG Policy aims to make community-led development an institutional part of GoB local governance and is therefore presented as the GoB “Community-Led Local Governance” Policy.

This model has proven its effectiveness in the natural and man-made disasters affected areas of Khyber Pakhtunkhwa (KP) province where the trust of citizens in the State was shaken. As a result of the KP-Community Driven Local Development (CDLD) Policy, front-line public services were improved and communities’ trust in the State was regained. Because the province of Balochistan has a similar context with security situation, poverty, and now floods which have devastated the lives of the local communities, the introduction of the CLLG Policy will not only help restore the public services but will also improve the livelihood of the local population which will ultimately result in increasing the trust between State and its citizens. The Community Led Local Governance (CLLG) Policy (2022) will institutionalize the community-led development approach as an integral part of the Government of Balochistan’s local government system by including all stakeholders; the local government authorities, Deputy Commissioners, the line departments, and the MPAs/Senators, and last but not least, the mobilized and to be empowered and registered community institutions (CI); the CBOs, NGOs, RSPs, the citizens, and the business community/private sector.

The objective of the GoB CLLG Policy is to provide an enabling environment in which mobilized and empowered communities become partners of Local Government, to jointly develop local development plans that respond better to community priority needs, and to execute development investments that contribute to enhanced social services delivery and sustainable poverty reduction.

CLLG Policy Rationale

Goal

The GoB local government vision is about community engagement and empowerment through their representation in the local government system. The goal of the CLLG Policy is to enhance citizens’ trust in GoB by providing an enabling environment where empowered & resilient communities could lead in improving public services and socioeconomic & environmental conditions sustainably.

By mobilizing community resources, monetary and in-kind, and by encouraging synergy of funding and possible co-investments between GoB and CI resources, the scope, size, and quality of joint GoB/CI investments and services delivery can be increased.

Objectives

The CLLG Policy has three inter-related objectives and task areas:

1. Strengthen the capacity of local government systems to become more responsive to community priority needs, coordinate local Government with community institutions' local development plans, and implement GoB Community-Led Local Governance (CLLG) development programmes.
2. Build the capacity of mobilized and empowered community institutions and local bodies/community representatives, and strengthen and regularize their roles in local governance and in the GoB CLLG Development programmes.
3. Put in place a fiscal and regulatory framework that streamlines and regularizes the funding, the procedures, and the implementation of the CLLG Policy. The operations of GoB CLLG Development programmes developed under the GoB CLLG Policy, including systems to monitor and review sector policy objectives and outcomes achievement, and results and cost-effective delivery of the community-led local development programmes and projects.

Stakeholders

The GoB CLLG Policy targets the two main stakeholder groups:

- (1) Firstly, the Government; At the provincial level, the GoB will create an institutional set-up to implement its CLLG development programmes/projects under an adopted GoB CLLG Policy. At the district level, activating the Joint District Development Committee (JDDC) will make the local government and district administrations lead and seek to engage the local government representatives/councils. The result of the GoB, in the lead, is more sustainable poverty reduction that responds to the priority needs of the mobilized communities/citizens, and more effective social services delivery to the poor.
- (2) Secondly, the mobilized communities; Mobilized and empowered communities and community institutions (CI), can play their role as partners of the (local) government/ district administrations, including elected representatives. Empowering the CIs will ensure that the needs and priorities of the communities and citizens are recognized. The CLLG Policy will institutionalize the role to be played by the community institutions. The JDDC will regulate the role to be played by the CIs at the district and village levels.

The GoB CLLG Policy guides and triggers the possible linkages between the development initiatives of the Government and the empowered citizens and communities, thereby making the GoB's poverty reduction efforts more effective and sustainable and ensuring social services more accessible and relevant by responding to articulated community-identified priority-needs.

CLLG Policy Principles

The CLLG Policy has the following policy principles that are to guide the implementation of the Policy and the CLLG development programmes and projects:

Figure 1. CLLG Policy Principles



Community Institution Mobilization, Empowerment, and Inclusiveness

The mobilized and empowered community is the key to the sustainable socio-economic development of the rural poor. Involvement of Community Institutions in decision-making and execution of locally developed initiatives is to be ensured in all phases of the local development cycle, and starts with a structured community mobilization and empowerment programme, to ensure that the CI can self-manage the local development cycle, in a democratic, inclusive, and social-development-oriented manner. Genuine mobilized and empowered communities will be inclusive and ensure that particularly the needs of the youth, women and marginalized groups are considered in local socio-economic development.

The CLLG Policy provides a holistic package of multiple community mobilization support interventions for the registered community institutions and their households, aiming at sustained poverty reduction of the targeted beneficiaries, families, and the community as a whole. The range of holistic community mobilization interventions includes Social Mobilization (SM), Community Physical Infrastructures (CPI), Income Generating Grants (IGG), Community Investment Funds (CIF), Micro Health Insurance (MHI), Adult Literacy Centers, and other interventions as decided by the Policy Coordination and Review Committee (PCRC).

The list of the holistic community mobilization interventions of the CLLG Policy may be expanded and adjusted in the future in response to changing GoB and development partner priorities or mandates. However, these added interventions must be implemented following the community-led development approach.

Capacity Development and Transformative Reforms

The CLLG Policy embraces the principles of transparency, accountability, responsiveness, subsidiarity, and PPP collaborative arrangements and is to be implemented by the local capacity and capability of the community institutions and the local government authorities. The CLLG Policy and the CLLG development programmes will include deliberate and transformative capacity-building interventions, which will allow the CIs and local government authorities to play their envisaged roles in the Balochistan context once their required capacity and capability levels are established.

Subsidiarity

The CLLG Policy aims for all decisions related to local development, to be made by the lowest competent level, starting from the community/village/ward and the UC/MC-level community institution, in accordance with public sector planning, budgeting, resource management rules and guidelines.

Transparency, Accountability and Responsiveness

Clear transparency, accountability and responsiveness procedures will be drawn up and agreed upon, to guide the design and implementation of GoB CLLG development programmes, according to the CLLG Policy, and these will ensure; verification of the agreed efficiency and equity standards in using common resources; compliance with clear lines of agreed responsibilities; compliance by the empowered communities, that their prioritized needs are identified, following prior agreed process steps and; potential conflicts among

: stakeholders are addressed and resolved following the agreed objectives of the CLLG Policy and the relevant CLLG programmes.

Community-level PPP¹

Community-led local governance refers to a local governance system that engages (a) all local government authorities, Deputy Commissioners, and Line Departments, (b) the local bodies/councillors and MPAs, (c) the mobilized and empowered community institutions, the CBOs, NGOs, RSPs, the citizens, and (d) the business community/private sector. CLLG Policy encourages Public-Private Partnership (PPP)- whereby Government and private sector can collaborate to implement any project aligned with the CLLG Philosophy; the communities play a leading role in the Government – private sector collaboration. These can be projects under co-funding and component-sharing modality, focusing on service delivery, livelihood enhancement, and other community development projects including under corporate social responsibility. The rationale is that innovative village-level community PPP-collaborative development initiatives and arrangements between private and public entities will yield more sustainable and effective public sector service delivery and sustained reduction of poverty if communities are appropriately engaged.

CLLG Policy encourages small and medium-scale service delivery and livelihood investments that do not require sophisticated machinery or professional contractor to implement that project. However, projects based on PPP mode under the CLLG Policy may be exceptional projects conceptualized, implemented, and maintained by private sector entities with community engagement and duly approved by PCRC.

CLLG Policy Regulatory Framework

The provincial Government will implement the CLLG Policy through various rural and urban GoB CLLG development programmes.

These programmes will develop and activate;

(a) The complementary roles to be played by the Local Government, local elected representatives, citizens, communities, CBOs, community mobilizers, and the development partners, who are all committed to poverty alleviation through community empowerment.

(b) Regulate and mobilize the required budgets and other resources, and ensure the timely release of the inputs to achieve the stipulated delivery of the outputs, outcomes, and impact of the CLLG rural/urban development programmes.

The GoB CLLG Policy and the CLLG development programmes are guided by a GoB CLLG Policy regulatory framework that covers:

The GoB Legislative Framework

The GoB CLLG Policy and the CLLG development programmes are fully aligned with the existing body of GoB Policies², in particular, the Government of Balochistan Local Government (Amended) Act, 2022, the GoB Gender Equality & Women's Empowerment Policy (2020-2024), the Balochistan Public Private

¹ Public-private partnership (PPP) is a long-term collaboration between a government and private enterprise, often on large infrastructure projects that the private partner may finance, plan, or execute.

² The CLLG Policy and its Implementation Arrangements are in compliance with and have been validated explicitly against relevant articles of the following GoB Acts, Regulations, and Notifications; 1) GoB LG Act 2010/Amended Act 2022 2) GoB Rules of Business 2012, S&GAD, in particular, RoB Local Government & Rural Development, 3) GoB Planning and Development Manual, P&DD, 4) GoB Finance Act, 2020, 5) GoB Local Council Finance Commission, 6) District Financial Regulations (District FRs), FD, 7) GoB Gender Equality and Women Empowerment Policy (2020 – 2026), 8) GoB Charities Registration and Regulation Act 2019, 9) GoB Public Private Partnership Act 2018, 10) GoP Companies Act 2017, 11) Balochistan Public Procurement Regulatory Act 2009, and 12) Balochistan Digital Policy 2021

:

Partnership Act (2018) and, the Balochistan Finance Act (2020), and then to be approved local council (Budget/Fiscal Accounts/Transfer) Rules, and the relevant Balochistan rules of business (modified 2019).

The Balochistan Local Government (Amended) Act, 2022, Section 87, explains that “*Provided that a Local Council, subject to the approval of the Local Government Board, 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 CLLG Policy is an elaboration of Section 87 of the Balochistan Local Government (Amended) Act, 2022. Furthermore, the CLLG Policy complements the development planning functions by Union and District Councils as provided in BLGA 2010.

The GoB Fiscal Framework

The complementarity and synergy through mutual financing and investments by the GoB and community institutions (CI) will be regulated by the Government of Balochistan CLLG Policy 2022. A Medium-Term Fiscal Framework (MTFF)/ Medium Term Budgetary Framework (MTBF) will be prepared, which shall also include a mid-term cash forecast, providing the medium-term budget allocations projection for the proposed GoB’s LG Sector Plan and any annual budgets with earmarked funds based on approved eligibility criteria for CLLG Policy/Programme to be utilized by the LG authorities, CIs/CBOs. Based on this framework, the annual revenue and expenditure budget for CIs and CBOs will be prepared and presented to the relevant DIU on each instalment and completion for consideration and approval. The budget allocation will differentiate establishment charges, operating and capital expenditure; for formally adopted or notified GoB CLLG Development projects/programmes, designed following the CLLG Policy; and it will specify the internal or external/third-party audit arrangements that need to be complied with as per budget and accounts rules.

CLLG Policy will be funded by the GOB through regular budgetary allocations that will progressively increase over time, and any donor funds may be added to the same budget line item. Financial expenditure and performance indicators will be specified as part of the accounting system to enable the tracking of funds received from specific sources where this is required. The GoB shall create an enabling environment to operationalize and implement the CLLG Policy budget, accounts, and audit systems. That is compatible with the GoB PFM systems and any development partner financial system, where applicable.

The CLLG Policy requires flexible financial procedures to fund and implement the full range of holistic packages of multiple community mobilization support interventions that respond to the bottom-up identified needs and will immediately result in sustained socio-economic and poverty alleviation of the targeted beneficiaries. The smooth implementation of community mobilization and socio-economic development intervention will require streamlining the processes with the procedures defined under the government financial rules. If any deviations are needed for efficient implementation of the CLLG policy, the Government of Balochistan will be requested to allow necessary changes or grant relief in the procedures. Based on capacity assessments, the provision of these holistic community mobilization interventions may be outsourced to a third party and under the CLLG Policy implementation arrangements, that be drawn up and notified by the relevant competent authorities to specify the sub-contract modalities, conditions, and award criteria, which will be following GoB applicable rules and procedures defined in this Policy.

The CLLG Policy aims to bring on budget all future development partners (DP) supporting future GoB CLLG development programmes/projects for one or all community mobilization and poverty alleviation components. However, depending on the specific GoB and donor relationship or any demanding circumstances, the GoB may decide, while complying fully with GoB financial rules and procedures for development planning, that alternative funding channels could also be applied i.e., to support CLLG Development Programmes/Projects, and these may then also be accommodated under the mandate and supervision and implementation arrangements of the GoB CLLG Policy.

:

The CLLG Policy and CLLG Development Programmes Audit Requirements

In addition to the regular audit by the Accountant General Office, continuous financial and performance audits of the overall intervention and related systems and processes shall be conducted by an auditing firm chosen from the list of approved category-A audit firms maintained by the State Bank of Pakistan (SPB) or by the Government department/institution as approved by PCRC.

Regulatory Framework to Integrate and Institutionalize Community Mobilization in Local Governance

The CLLG Policy and the Policy Framework provide a system to regulate the eligibility of Community Institutions (CIs), including a competitive selection of third-party community mobilization NGOs, the self-prioritization of community projects, and the transparent procedure for selection of prioritized community proposals for funding and implementation.

The CLLG Policy Institutional and Implementation Framework

The GoB CLLG Policy provides the guidelines for the institutional setup to implement the CLLG Policy at the provincial and district level. This institutional set-up specifies the mandate, roles of the institutional entities, and their rules of business (RoB)/ToRs to implement the CLLG Policy and possible rural/urban CLLG development programmes. To implement the CLLG Policy and to manage the possible GoB CLLG development programmes, provincial and district management structures will be established with responsibilities for laying down the budget and implementation systems of the CLLG development programmes and laying down the M&E protocols and systems including the provision of third-party evaluations and audits to assess the effectiveness and relevance of the programme outputs, outcomes and impact delivered.

A three-tiered institutional set-up (Figure-2) is envisaged to implement the GoB CLLG development programmes, whereby:



Figure 2. CLLG Policy Institutional Structure

- 1) **At the provincial level**, the GoB CLLG programmes will be overseen by a CLLG Policy Coordination and Review Committee (PCRC) that is to provide overall guidance on the operationalization of the GoB CLLG Policy and to review the progress of the implementation of the various GoB district CLLG programmes, as well as periodically formulate recommendations on the refinement of the policy parameters. A Policy Implementation Unit (PIU) will be established to operationalize the CLLG Policy and manage various development projects.
- 2) **At the district level**, two institutional arrangements are required; (1) The District Council, supported by the Joint District Coordination Committee (JDDC), to bring together all the district stakeholders in a structured manner to conduct regularly a district development dialogue, and (2) the supporting District

Implementation Unit (DIU), in those districts where a CLLG development programme is active, to provide the required technical and implementation support.

- 3) **At the union council and village level**, where the community institutions (CI) are to be mobilized and empowered, and formally registered, to enable the CIs to identify and prioritize their CI needs and to develop their investment proposals in compliance with the relevant government procedures and standards, and the CLLG Policy, including the specifications of the CI role in the GoB CLLG programme, and implement standards and steps of the CLLG Policy socio-economic development agenda that covers the holistic range of community mobilization interventions.

Capacity-building to Implement the CLLG Policy

The CLLG Policy and the CLLG development programmes will include deliberate and transformative capacity-building interventions, given the Balochistan context, allowing the CIs and local government authorities to play their envisaged roles. Capacity assessments of the CLLG Policy stakeholders will determine their ability to play their designated roles and deliver, and through specific capacity-building measures, these roles and responsibilities will be upgraded following the CLLG Policy. Policy implementation modalities will be based on the actual and future expected capacity of the respective CLLG Policy stakeholder.

To implement a CLLG Policy and establish efficient and effective CLLG development programmes implementation systems, there is a need to build capacity and strengthen all entities involved in the CLLG development programmes, and the delivery of community mobilization and community empowerment (CM/CE) processes, which require specific expertise. The GoB CLLG programmes may draw on third-party contractors with proven effective and extensive experience and a track record as a reputed community mobilization NGO.

To institutionalize the community mobilization/ community engagement (CM/CE) approaches into the GoB systems, the GoB will also develop and mobilize the Balochistan Rural Development Academy (BRDA), to play a key role in designing and providing capacity-building for empowering the concerned provincial and district officials and respective management and implementation entities, to develop a better understanding and become more responsive to community priority needs, and to be able to coordinate and align local government development plans, with the community institutions' local development plans, and the GoB Community-Led Local Governance (CLLG) development programmes. The BRDA will also facilitate and streamline the capacity to register the CIs and mobilize and empower the community institutions and local bodies/community representatives, at district/UC/MC and village/ward levels, in particular, to articulate and prioritize their CI needs, develop proposals for increased public service delivery, perform their roles in the GoB CLLG development programmes, to implement the CLLG Policy socio-economic agenda of community mobilization interventions; Social Mobilization(SM), Income Generating Grants (IGG), Community Investment Fund (CIF), Technical Vocational & Educational Training (TVET), Community Physical Infrastructure (CPI) schemes, and any other mandated community mobilization activity under the CLLG Policy.

The CLLG Policy MEAL Framework

The LG&RDD, with the assistance of the GoB concerned line departments, will develop a Monitoring, Evaluation, Accountability, and Learning (MEAL) framework that will provide a robust mechanism for integrated monitoring, timely reporting, feedback and learning, and accountability and corrective actions as a cornerstone in the CLLG development programmes in Balochistan. The MEAL framework will measure progress in achieving the CLLG policy goal and objectives, and allow corrective adjustments where implementation is off-track and/or where changes in community demands require adjustments. The MEAL mechanisms will monitor and report on what worked and did not work well, and will guide how to overcome any identified constraints. In addition, and for systems development and lesson-learning purposes, the MEAL

:

system will identify CLLG best practices and document learnings to allow replication and scaling up. The MEAL framework will measure the improvement in the responsiveness of government officials. The cloud-based CLLG Management Information System (MIS) automated beneficiary selection process will ensure maximum transparency and accountability. MEAL Framework will also encompass simple and practical beneficiary feedback, complaint redressal, conflict resolution, and whistle-blower mechanisms integrated into the state-of-the-art CLLG MIS system which will feed into management, evaluation, and CLLG Policy audit systems.

The MEAL Framework will be embedded in the local government systems with the Chairperson District Council and the Deputy Commissioner (DC) as the linchpin. It will be closely linked with the PIU in the LGRDD. In addition to quarterly and annual reporting, a mechanism will be put in place to ensure a regular flow of information, especially drawing on citizens/field feedback from village/ward and UC/MC CIs/Local Support Organizations (LSO).

The CLLG Policy Implementation Manual (PIM)

The GoB Community-Led Local-Governance (CLLG) Policy and the CLLG Policy framework will be implemented through a range of subordinate implementation arrangements, which will be elaborated in a Policy Implementation Manual (PIM) prepared by the Local Government and Rural Development Department (LGRDD). The CLLG PIM procedures will be revised every two years or as and when required to incorporate the learnings from the field. The CLLG Policy Implementation Manual will be notified by the Secretary LG&RDD with approval of the Policy Coordination and Review Committee (PCRC), and may periodically be adjusted, whereas the CLLG Policy is expected to remain as it is unless a major CLLG Policy design change is required.

PART-2

A group of people, including men, women, and children, are sitting on a patterned rug under a large, weathered tree in a rural, arid setting. The scene is overlaid with a semi-transparent green filter. The people are dressed in traditional attire, and the background shows a dry landscape with some structures and trees.

COMMUNITY- LED LOCAL GOVERNANCE (CLLG) POLICY FRAMEWORK



Part-2: Community-Led Local Governance (CLLG) Policy Framework

The Community-Led Local Governance Policy Framework

The CLLG Policy

Community-Led Local Governance (CLLG) Policy is a governance framework that institutionalizes the globally recognized community-driven development approach. The CLLG Policy enables the mobilized and organized communities to access public funds and technical assistance for resolving their issues related to public services and initiating income-generating activities for poverty alleviation at the household level.

The CLLG Policy will be implemented by:

1. Strengthening the capacity of local government systems;
2. Building the capacity of mobilized and empowered community institutions and local bodies/community representatives;
3. Establishing a fiscal and regulatory framework that regulates the funding, procedures, and implementation of the CLLG Policy.

The CLLG Policy will put the GoB in the lead, aiming to bring all future development partners (DP) CLLG development programme/project funds “on budget” at the provincial level, which will be the first significant step to place the GoB at the helm.

The CLLG Policy framework elaborated below ensures that communities play the lead role in the identification, implementation, and monitoring of their much-required development needs in a sustainable manner which will contribute to improving governance at the local level and will ultimately increase the trust of the citizens over the State.

The CLLG Policy Framework

The CLLG Policy will be implemented through various GoB CLLG development programmes, that will develop and activate (a) the complementary roles to be played by local Government, the local elected representatives, citizens, communities, CBOs, community mobilizers, and the development partners, who are committed to poverty alleviation through community empowerment, and (b) mobilize the required budgets and inputs, and regulate the delivery of the outputs, outcomes and impact to be achieved by the CLLG rural/urban development programmes.

The GoB CLLG Policy and the CLLG development programmes are captured in a GoB CLLG Policy framework that covers:

The GoB Legislative Framework

The Balochistan Assembly has recently passed the Balochistan Local Government (Amended) Act, 2022, which formally acknowledges community institutions. This is a crucial development that will further strengthen the institutionalization of the community-led local development into GoB local governance.

Section 87 of the Balochistan Local Government (Amended) Act, 2022, Act V of 2010, explains that *“Provided that a Local Council, subject to the approval of the Local Government Board, 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 CLLG Policy elaborates on section 87 of the BLG (Amendment) Act, 2022. The CLLG Policy provides guidelines on how the mobilized and organized community institutions/community-based organizations

:

(CIs/CBOs) can be engaged in the development process by the local councils/ government at the local level. The adopted CLLG Policy will provide cover to local councils to support such community development projects. This participative development approach creates a massive window of opportunity for any community development-related investment by GoB and development partners.

The CLLG Policy also complements BLG Act function (k); Rural Development under section 10 (B) of the district council by providing the Joint District Development Committee (JDDC) platform to integrate community development in the local government system. The JDDC has its TORs for that purpose which are notified by the relevant competent authority.

Policy Financing, Fund Flow, and Accounting Procedures

The GoB will be financing the CLLG Policy through regular budgetary allocations, progressively increasing over time, and any donor grants or loans shall be added to the same budget line item as receipts. In appropriate cases, other markers shall be placed in the accounting system to track funds from particular sources.

The Policy encourages the on-budget-support modality. However, depending on the specific GoB and donor relationship or any demanding circumstances, the GoB may decide, while complying fully with GoB financial rules and procedures for development planning, that alternative funding channels could also be applied, i.e. to support CLLG Development Programmes/Projects, and these will then be accommodated under the mandate of the GoB CLLG Policy. In case of alternative funding routes, and/or alternative types of community mobilization investment support to be provided, the donor/development partner will be requested to implement the off-budget CLLG Development Projects under the GoB CLLG Framework supervision and implementation arrangements, i.e. coordinated through the CLLG provincial level PCRC, PIU, and the district level DIU and JDDC forums, as this will avoid duplication, and ensure synergy with other complementary community-led and other local development investments. The planning, implementation and progress reporting procedures and key performance indicators, will be aligned as much as possible with the CLLG Framework M&E/MIS systems, as this will ensure that outcomes and impact are fully aligned with the GoB poverty reduction objectives. The LGRDD and the P&DD will coordinate and streamline these alternative implementation and progress and performance monitoring systems with the respective donor and/or implementing agency.

The CLLG fund flow and accounting procedures are premised on the principles of following and maintaining financial propriety, as defined under the General Financial Rules, which are based on transparency, predictability, timeliness, integration with a regular budget and financial reporting processes. They are intended to support the overall efficiency and effectiveness of initiatives under the Policy.

Each year, based on the government allocation for CLLG initiatives and the estimated receipts of donors' assistance for the purpose, the PIU, LGRDD, in consultation with the Finance Department, will prepare a budget for the following year; the allocation for the CLLG initiatives is to be a one-line allocation distinguished by the name or description of loan, grant or project(s) as determined under the agreement between GoB and the donors. After approval of the budget by the provincial assembly, the Finance Department will process the allocation of funds to each district based on the formula approved by PCRC and procedures prescribed in the CLLG Policy and Policy Implementation Manual.

An assignment account (for GOB funds) and a foreign-funded revolving fund account will be created at the provincial level, and child accounts at the district level only in the targeted districts. The Director of the Policy Implementation Unit (PIU) and Deputy Director /Assistant Director-Local Government of the District Implementation Units (DIUs) will be the Drawing and Disbursement Officers for their respective Assignment Accounts. The Finance & Account Officer at the PIU will be co-signatory with the Director PIU, while the Finance & Account Officer at DIU will be co-signatory with the Deputy Director-DIU (ADLG), DIU. In case

:

Director PIU or a Deputy Director DIU is unavailable, LGRDD may designate an alternative Officer not below the equivalent rank as the co-signatory. Finance Department will create CLLG fund and DDO codes for Director (PIU) and Assistant Director (DIUs) at the provincial and district levels, and all the budgetary allocations shall be reflected in the annual budget according to the allocations for the following financial year. Any amount allocated and reflected in the yearly budget can only be processed under the Local and Revolving Fund Assignment Accounts, as defined above.

The Finance Department will release unspent closing balances of the Foreign Funded Revolving Fund of the previous financial year after reconciliation with the SBP and intimation received from the concerned office. In case the unspent amount of the Local Fund Assignment Account (counterpart funding) will be subject to re-validation only if the amount was protected through budgetary provision. However, in any case, expenditures unprovided for in the budget or unprotected, the same will be released as an additional budget in the books of the following year and shall be subject to the approval of the respective forums. The Finance Department shall process new allocation for releases once the above request is received while the same will be released according to the amount received from the donors, the budgetary allocation and the distribution formula agreed by the PCRC.

The CLLG Development Programmes will have a one-line budget. Once a district exhausts 75% of the funds released, it can send the next funds request showing the funds required for newly approved as well as in-progress community projects. This request will be attached with the utilization report and other documents as required by the Finance Department or LGRDD. Districts will not retain the total cost of a project in their district account from the funds released to them by the Finance Department. This will ensure fiscal discipline.

In case the programmatic activities are implemented by GoB, the subject funds shall be sanctioned and released by the respective ADLGs directly to the bank accounts of the successful CIs, by drawing simple receipt bills through the DAOs and fulfilment of the requirements as per GoB financial rules and CLLG Policy implementation procedures. The DAO will ensure pre-audit requirements and funds availability in the relevant head and update expenditure records in the system.

Besides the above, in case of field implementation by an implementation partner, IP shall also submit its quarterly financial plan aligned with the quarterly work plan to DIU. DIU will compile and send one fund request attached with the quarterly district financial plan and quarterly district Workplan to PIU for further compilation and onward submission to Finance Department. Funds to the respective IP shall be sanctioned/released by the respective ADLGs, through the DAOs and fulfilment of the requirements as per GoB financial rules and CLLG Policy implementation procedures. This fund will be drawn on an abstract basis, and the IP will have to submit fully vouched accounts to the DAO concerned.

Timelines for Fund Transfer/Release

1. Release/sanction of funds by Finance Department to districts	Within five working days of the receipt of the funds' request.
2. Release/sanction of funds by ADLGs	After one week of receipt of completed documents/ and/or receipt of sanction/release from the Finance Department
3. Transfer of funds through direct credit to the bank accounts of IP/ CIs	Within seven working days of the receipt of the release request with all formalities and/or receipt of sanction/release from the Finance Department/DIU by DIU/ IP

:

Release of funds

The proportion of 1st and subsequent tranches to IPs or CIs will be decided in the CLLG Policy Implementation Procedures or the grant/contract agreement between GoB and IP/CIs.

GOB CLLG Policy Financing

The PCRC shall consider every possible funding source and prepare an action plan assigning specific responsibility to various departments/PCRC members to ensure the provision of funds for the CLLG Policy from various sources. LG&RDD, Finance Department, and the Planning and Development Department shall consider various GoB funding sources and recommend the best possible option/s. Similarly, potential development partners may be approached to ensure financial and technical resources for the operationalization of the CLLG Policy.

The potential funding sources include, but are not limited to the following:

- Public Sector Development Plan/Programme.
- Local Council Finance Commission (LCFC).
- Endowment funds.
- BRACE II budget support grant by the European Union Delegation (EUD) to the Government of Balochistan.
- Government contribution against the EU Grant as agreed between GoB and EU.
- Contribution from other foreign development partners/loans/grants
- Community contribution by community institutions (share by communities).
- Public- Private partnerships through a memorandum of understanding (MoU) or direct contact with the private sector with communities.
- GoB provision of the management cost of Policy Implementation Unit (PIU) and District Implementation Units (DIUs).
- Balochistan Local Government Board – Contribution for development outlays from urban councils.

Hiring and Procurement

The CLLG Policy Implementation Unit (PIU) and District Implementation Unit (DIU) team shall be contracted from the open market through transparent and competitive procedures. However, the Director PIU may be hired from the open market, or a senior government official with related qualifications and experience can be posted as a full-time Director, PIU, with the approval of PCRC.

During the procurement of the community mobilization implementation partner, third-party audit firm, and any other similar services required, the Balochistan Public Procurement Regulatory Authority (BPPRA) Rules, 2014, will be followed. All the items related to the office establishment/operations of CLLG PIU and DIU shall be procured as per the BPPRA Rules, 2014.

The Holistic Package of Community Mobilization

The CLLG Policy regulates the provision of a Holistic package of multiple community mobilization support interventions for the registered Community Institutions and their households, aiming at sustained poverty reduction of the targeted beneficiaries, households, and the community as a whole. The range of Holistic community mobilization interventions includes Social Mobilization, Community Physical Infrastructures

:

(CPI), Income Generating Grants (IGG), Community Investment Funds (CIF), Micro Health Insurance (MHI), and Adult Literacy Centers.

The list of the holistic community mobilization interventions of the CLLG Policy may be expanded and adjusted in the future in response to changing GoB and development partner priorities or mandates, e.g., response to a natural/man-made disaster. However, these added interventions must be approved by Policy Coordination and Review Committee (PCRC) and implemented following the community-led development approach.

The provision of the holistic range of community mobilization interventions to the registered and mobilized CIs will be channelled and regulated under the CLLG Policy according to the GoB financial rules and PFM systems and may entail the services of a third party (community mobilization NGO) as an intermediary, or maybe channelled through the provincial departmental, district or local government channels, as regulated under CLLG Policy Implementation Procedures. More flexible procedures may be introduced for projects initiated in response to a disaster or projects implemented under PPP mode duly approved by the PCRC.

The mobilized and empowered community is the key to the sustainable socio-economic development of the rural poor. Involvement of the community institutions in the decision-making and execution of locally developed initiatives is to be ensured in all phases of the local development cycle. It starts with a structured community mobilization and empowerment programme to ensure that the CI can self-manage the local development cycle in a democratic, inclusive, and social-development-oriented manner. Genuine mobilized and empowered communities will be inclusive and will ensure that the needs of the youth, women, and marginalized groups are distinctly considered in local socio-economic development.

The CLLG Policy embraces the principles of transparency, accountability, responsiveness, subsidiarity, and PPP collaborative arrangements and is to be implemented in accordance with the local capacity and capability of the community institutions and the local government authorities. The CLLG Policy and the CLLG development programmes will include deliberate and transformative capacity-building interventions, which will allow the CIs and local government authorities to play their envisaged roles in the Balochistan context once their required capacity and capability levels are established.

Regulatory Framework

One of the convincing features of the CLLG Policy is its regulatory framework which advises on the eligibility of community institutions (CIs), competitive selection of community projects, and transparent procedure for selecting community proposals for funding.

Eligibility of Community Projects:

Under the CLLG Policy, community institutions (CIs) formed following the three-tier social mobilization process³ and registered with any recognized public entity⁴ as notified by GOB or the Government of Pakistan are eligible to participate in CLLG-funded interventions.

It is intended that the geographical unit of reference for such organizations will reflect all three tiers of the organization, that is, the sub-UC/ward level, the UC/MC level, and the supra-UC/MC level in rural areas and respective levels in urban areas, to deal with community issues that are representative of their respective level.

The minimum eligibility criteria to participate under CLLG Policy for such organizations is:

³ A three-tiered community mobilization approach will be followed in urban areas only, whereas, in rural areas of Balochistan, having a scattered population, a two-tiered social mobilization approach (Village Organization, Local Support Organization) will be adopted.

⁴ Balochistan Charities Registration and Regulation (BCRRA) Authority under Balochistan Charities Registration, Regulation, and Facilitation Act (2019), Securities Exchange Commission of Pakistan (SECP) under section 42 of the Companies Act, 1984, and any other entity notified by the GOB or GOP

1. Registered with any local/national recognized government entity as mentioned before and participated in social mobilization programme.
2. Maintained or willing to maintain a record of assets, its books of account, and liabilities and also willing to undergo an annual audit.
3. Formed or willing to form project management committees and established transparent decision support and reporting system
4. Agrees to develop plans reflecting the community's identified and prioritized needs and willing to participate in competitive bidding for funds, and is also available to generate tangible benefits for the community in question.
5. Willing to present all CLLG-related financial and other relevant records to JDDC/District Administration/other monitoring teams whenever required.

Competitive Selection of CIs Projects:

Under CLLG-Policy, the district-level Joint District Development Committee (JDDC) shall be empowered to approve community projects against CLLG funds. Under the CLLG Policy, funds shall be awarded to the CIs on a competitive basis to help them undertake short-term, small-scale viable socio-economic interventions. The generic eligibility criteria are given below:

1. Under the CLLG livelihood interventions, individuals in beneficiary groups falling in the defined Poverty Score Card (PSC) band shall be assessed and further analyzed by CLLG-MIS automated built-in criteria;
2. Only feasible projects gauged against standard criteria which can be implemented by communities in a short period, benefitting the maximum population shall be considered;
3. All-inclusive community projects with consideration for gender, special people, minorities, displaced persons, and other vulnerable groups will be encouraged;
4. The proposed community projects must lead to a product or service which is assessable, relevant, and affordable for target beneficiaries.

Transparent Processing of Community Projects:

In the ADLG Office, a single point of contact, DIU, will be established. After receiving the consolidated bottom-up plans from each Union Council (UC)/Municipal Committee (MC)/Municipal Corporation (MC)/Metropolitan Corporation (MC), the ADLG will verify that the community-prioritized needs are precise and satisfy the bottom-up participative needs identification and prioritization principles. The relevant personnel in the DIU ADLG office will review the relevancy and completeness of the submitted community-identified priorities. To ensure maximum transparency, the following Management Information System (MIS) based automated screening and scoring system will be in place:

Screening and Ranking by CLLG-MIS

After rectification and checking the completeness of the data in the bottom-up plans, each CLLG district shall enter data into the centralized CLLG-MIS, maintained at the CLLG PIU. Based on built-in criteria, after automated screening and ranking, CLLG-MIS shall generate a UC/MC-wise merit list of prioritized community needs. The UC/MC-wise merit list of projects shall be prepared and submitted to concerned line departments for review. After the duplication check, the respective line departments shall send back the listing to DIU with their recommendations.

Evaluation of Community Prioritized Needs

The highest-ranked community priority needs will be considered for a pre-feasibility study based on available UC/MC funds and with the prior approval of the respective line departments. After social,

technical, and environmental feasibility, a detailed survey of the project's components shall be undertaken. For community infrastructure projects, proposals shall be developed, including preparing drawings, designs, and detailed cost estimates. After technical review, the community project proposals shall be submitted to JDDC for administrative approval. Elaborate procedures for the MIS-based screening and scoring system, including criteria, indicators, and their relevant scores to select and award the best community projects, are given in the CLLG Policy Implementation Manual.

The CLLG Policy Institutional and Implementation Framework

The GoB CLLG Policy, aligned with the relevant GoB fiscal and regulatory framework notifications, provides the guidelines for the institutional set-up to implement the CLLG Policy. This institutional setup is further signified by the ToR and the roles of the institutional entities involved in implementing the CLLG Policy and possible CLLG development programmes. To implement the CLLG Policy and to manage the possible GoB CLLG development programmes, a provincial management structure and district management structures will be established with responsibilities for laying down the budget and implementation systems of the CLLG development programmes and laying down the M&E protocols and systems including the provision of third-party evaluations and audits to assess the effectiveness and relevance of the programme outputs, outcomes, and impact.

A three-tier institutional set-up is (Figure 2) envisaged to implement the GoB CLLG development programmes.

CLLG Policy Coordination and Review Committee (PCRC)

At the provincial level, the GoB CLLG programmes will be overseen by a CLLG Policy Coordination and Review Committee (PCRC) that is to provide overall guidance on the operationalization of the GoB CLLG Policy and to review the progress of the implementation of the various GoB CLLG programmes, as well as formulate recommendations on the refinement of the policy parameters.

The PCRC will (a) seek formal confirmation from the relevant authorities on a LG sector MTF/MTBF to provide medium-term predictability to the proposed GoB's LG Sector Plan and possible funding for the CLLG programmes, including the possible further scaling up of Community-Led Development, ultimately covering the whole of Balochistan, with increased development partner support, with future Sector Budget Support, (b) formulate/review the GoB CLLG Policy formula for funds distribution among CLLG districts, by earmarking funds on the basis of approved criteria, in annual budgets, in exceptional cases, approve allocation/reallocation/reappropriation of funds for new activity/sector, and change the distribution formula to allocate more funds to the disaster affected areas, approve reappropriation of CLLG funds during the year if requested by PIU, set eligibility criteria for LG authorities, the CIs and the CBOs to draw on the earmarked budgets, for the execution of the GoB CLLG development projects/programmes, designed in accordance with the CLLG Policy, and (c) regulate the internal and external/third-party audit arrangements, to assess (i) compliance with budget and accounts rules, CLLG grant management and fund flow mechanism, and (ii) the efficiency in utilizing budget funds. The composition and terms of reference of the PCRC are given below:

Composition

S#	Designation / Grade Level	Department	Membership
1	Additional Chief Secretary (Dev:)	Planning and Development Department	Chairperson
2	Secretary	Local Government and Rural Development	Member
3	Secretary / Additional Secretary (Development)	Finance Department	Member

4	Secretary (Planning)	Planning and Development Department	Member
5	Donor's Representative	Donor Agency(ies) providing technical & financial support to the CLLG implementation	Member
6	Secretary	Social Welfare Department	Member
7	Secretary	Women Development Department	Member
8	Director General	Local Government & Rural Development Department (LG&RDD)-RD Wing	Member
9	Director General	Balochistan Charities, Registration and Regulation Authority (BCRRA)	Member
10	Director General	Balochistan Rural Development Academy (BRDA)	Member
11	Divisional Director LG	LG&RDD	Member (as and when required by the committee)
12	Head of the Provincial Policy Implementation Unit	Policy Implementation Unit, LG&RDD	Secretariat
13	Team Leader	Technical Assistance Team	Technical support to the PCRC and Secretariat
14	Secretary	Line Department of the GoB	Member (as and when required by the committee)
15	Divisional Commissioners	Revenue Department	(Optional Membership) as and when required by the committee
16	One representative from the Civil Society	Nominated by the PCRC	Member

The PCRC will meet quarterly at a minimum but may meet more often if such a need arises. The first meeting of the PCRC shall be held within a month of the adoption of the CLLG Policy to approve the Policy Implementation Manual (PIM) and issue directions on other establishment-related matters.

A quorum for the committee is mandatory for the committee meeting to proceed. Decisions will be made on a simple majority basis. The committee meeting shall be contingent upon the availability of either the Chair or the Co-chair.

The detailed TORs of the PCRC are as follows:

1. To oversee the adoption and implementation of the CLLG Policy.
2. Ensure allocation and provision of financial resources from GoB (LG MTBF and PSDP provincial annual budgets for the CLLG program) and donor funds for CLLG Policy/Programme with support and advice from the Finance Department.
3. Guide and facilitate the establishment and smooth operation of the CLLG Policy fund flow mechanism with support from the Finance Department.
4. Approve funding formulas for the distribution of total CLLG Funds among the targeted districts and further among UCs. Under extraordinary circumstances (disasters), funds may be allocated to the disaster-

- :
- affected areas in a prioritized targeted district in addition to the funds that are allocated or already distributed to intra-district priority areas.
5. Advise further changes in the systems to smoothen the working relationship between Local Councils and Community Institutes under the CLLG Policy.
 6. Review the CLLG Policy /Programme implementation updates and discuss the policy, administrative, physical, financial, regulatory and sustainability aspects and assess the impact of the CLLG Policy.
 7. Review the performance of the Third-Party Validation (TPV). Advise appropriate actions in the light of the TPV reports and continuous audit and ensure remedial measures are taken on the valid recommendation of the reports.
 8. Review the recommendation of the Policy Implementation Unit (PIU) on technical and interdepartmental matters and issue befitting directions.
 9. On the submission of the PIU, forward District Development Plans and share relevant priority plans with the line departments to add the plans in their respective PSDP as well as guide them on financial allocations for the priority plans in the provincial annual budget.
 10. Guide the CLLG programme to scale up its interventions to cover more districts of the province to finally cover the entire province.
 11. Advise on the engagement of donors and seeking budget support from the development partners/donors.
 12. Mainstream BRDA into the local development process by advising required trainings of the faculty, master trainers, local authorities and community institutions required for CLLG policy implementation.
 13. Any other task/activities relating to the CLLG Policy and Programmes.

The PCRC will be supported by a Secretariat located in the CLLG Policy Implementation Unit (PIU). In addition to providing Secretariat support to the PCRC, the CLLG Policy Implementation Unit (PIU) will design and take the necessary steps for the institutionalization and implementation of the respective Urban or Rural CLLG development programmes. Once more projects/programmes are added, the strength and capacity of the PIU will be enhanced by the PCRC accordingly.

Note: It is foreseen that the GoB will promote the CLLG approach for Rural and Urban areas. Different donors/development partners will be engaged, and different geographic areas will be targeted, each with particular development needs. CLLG PCRC and PIU will coordinate different programmes/projects.

At the district level, two institutional arrangements are required; (1) The Joint District Coordination Committee (JDDC), which brings together all district stakeholders, and (2) the District Implementation Unit (DIU), in those districts where a CLLG development programme is active.

- The Joint District Coordination Committee (JDDC), chaired by the Chairman District Council and co-chaired by the Deputy Commissioner, with the ADLG providing secretariat support, will be the coordination and approving forum for the community-led development initiatives. The JDDC will coordinate CD development initiatives by aligning the (village/UC/MC⁵/district) development plans of the community institutions with the GoB district and local government development plans, thereby avoiding duplication and creating synergy between CI and government development investments.
- The District Implementation Unit (DIU), led by the ADLG, will be responsible for smoothly implementing the CLLG programmes/projects at district and sub-district levels and will provide secretariat support to the JDDC. It will coordinate, implement, and monitor the projects under the

⁵ Municipal Committee/ Municipal Corporation/Metropolitan Corporation: Municipal Committee: Comprising an urban area having a population of 15000-100,000, Municipal Corporation: Comprising an urban area having a population of 100,000-500,000, Metropolitan Corporation: Comprising an urban area having a population of more than 500,000. Source: BLGA2010

:
CLLG Policy. The DIU staff will report to ADLG and the Provincial PIU on programme/project-related activities under the CLLG Policy.

At the village/ward or union council/municipal committee/municipal corporation level, the community institutions (CI) are to be mobilized, empowered, and formally registered. Their capacities are to be built to enable them to identify and prioritize their needs and develop investment proposals implementing the CLLG Policy socio-economic development agenda in compliance with CLLG and other related government procedures.

Capacity Building to Implement the CLLG Policy

With the establishment of efficient systems for implementing the CLLG development programme, there is a need to build capacity and strengthen all entities involved in the CLLG development programmes. Community mobilization and community empowerment (CM/CE) processes require specific expertise, and the GoB CLLG programmes will draw on the extensive experience and track record of specialized and reputed NGOs. To institutionalize the CM/CE approaches, the GoB will also develop the Balochistan Rural Development Academy (BRDA) to play a crucial role in designing and providing Capacity-building for;

- Empowering the concerned district officials and forums to become more responsive to community priority needs, coordinate and align the local government Plans with community institutions' local development plans, and implement GoB Community-Led Local Governance (CLLG) development programmes; and
- Mobilizing and empowering the community institutions and local bodies/community representatives at district/UC/MC and village/ward levels to register the CIs, articulate and prioritize their CI needs, develop proposals for increased public service delivery, perform their roles in the GoB CLLG development programmes, implement the CLLG Policy socio-economic development agenda including Social Mobilization (SM), Income Generating Grants (IGG), Community Investment Fund (CIF), Technical Vocational & Education Training (TVET), Community Physical Infrastructure (CPI) schemes, and any other mandated activities under the CLLG Policy.

A 3-step approach will be followed in CB:

- Before activating GoB CLLG development programmes, capacity assessments and capacity-building interventions will be undertaken to ensure that the relevant GoB and CI entities can play their respective roles.
- Based on validated capacities and capabilities, the institutional set-up and precise implementation arrangements of the CLLG development programmes and projects will be notified.
- Periodically during and after, the GoB departments will develop and apply an M&E framework and an independent audit system that will provide a robust mechanism for integrated monitoring, timely reporting and corrective actions, and learning of the CLLG development programmes in Balochistan.

The CLLG Policy MEAL Framework

The proposed CLLG Policy Implementation Unit (PIU) would be responsible for laying out the Monitoring, Evaluation, Accountability, Learning (MEAL) protocols, data collection, analysis, and reporting systems, including the hiring of third-party monitoring and evaluations firms to assess the efficiency, effectiveness, quality and relevance of the programmes and gauge the schemes/projects at output, outcome and impact levels. The MEAL system would specifically focus on a) assessing and validating the capacity and institutional maturity of the relevant government institutions and CIs in line with the agreed criteria, and identifying gaps where they exist, and b) monitoring the pace, quality, and impact of various development projects and initiatives being implemented by the CIs.

:

The districts will prepare progress reports on standard templates which will be compiled and a summary report with recommendations will be prepared by the PIU and shared with the Chairman PCRC and Secretary LGRDD. It will be forwarded to the JDDCs to allow corrective actions where implementation of community-led developmental schemes is slow and there are quality issues and/or changes made in community demands and needs during implementation. The Policy Implementation Unit (PIU) will develop a log, facilitate the hiring of monitoring firms and integrate their monitoring plans and reports into the M&E system of LG&RD.

The M&E Framework reporting will: a) cover aggregated provincial and district level service delivery and will monitor the progress of related key performance indicators against annual targets set by line departments, and b) cover all community development projects being implemented under the CLLG Policy and the CLLG development programmes, as captured in the village/ward, UC/MC and district development plans of the GoB agencies and the CIs.

The PIU, LG&RDD, will hire an independent third-party consulting firm, for continual validation of the community development projects carried out under CLLG development programmes, to ensure that the funds have been spent on CI-prioritized and approved investments and activities have been implemented according to the laid down procedures.

The evaluation of the CLLG development programmes interventions will be carried out using the following internationally recognized criteria: i) relevance and appropriateness; ii) connectedness and partnering with similar initiatives; iii) coverage and outreach to the target group; iv) time effectiveness and cost efficiencies; v) effectiveness in terms of the quality of results achieved; vi) operational coordination to ensure maximum impact, and vii) sustainability and significant impact on communities and institutions.

The M&E framework will be embedded in the local government systems with the Chairman District Council and the Deputy Commissioner (DC) as the linchpin; it will be closely linked with the PIU in the LGRDD. In addition to quarterly and annual reporting, a mechanism will be implemented to ensure a regular flow of information, especially drawing on citizens/field feedback from village/ward and UC/MC CIs/LSO for better accountability.

For increased transparency and accountability, the MEAL System will have an easy-accessible, online, centralized dashboard backed up by a management information system (MIS), which will be accessible to all relevant officials and stakeholders. An offline, as well as online, web-based grievances and redressal mechanism, a secure whistle-blower mechanism, and a simple transparent and criterion-led conflict resolution mechanism, will also be part of the MEAL System to ensure that the programme implemented under the CLLG Policy have a proper system of checks & balances and accountability. The capacity of the relevant staff and officials will be built through a regular cycle of capacity development for MEAL systems through the engagement of BRDA.

The CLLG Policy and CLLG Development Programmes Audit Requirements

Continuous financial and performance audits of the overall intervention and related systems and processes shall be conducted by a Government department/institution or by an auditing firm chosen from the list of approved Category-A audit firms maintained by the State Bank of Pakistan (SPB) or as approved by PCRC. This will be in addition to the audit by the Auditor General Office. Furthermore, if there is any complaint of financial irregularity filed with the Balochistan Charities Registration and Regulation Authority (BCRRA), the authority may engage an external auditor for the audit of that particular CI⁶.

⁶ Section 17 of the Balochistan Charities Registration, Regulation, and Facilitation Act (BCRRFA), 2019.

:

The CLLG Policy Implementation Manual (PIM)

The GoB Community-Led Local-Governance (CLLG) Policy and the CLLG Policy Framework will be implemented through a range of subordinate implementation arrangements, which has been elaborated in a Policy Implementation Manual (PIM) that the LGRDD prepared in consultation with the key stakeholders.

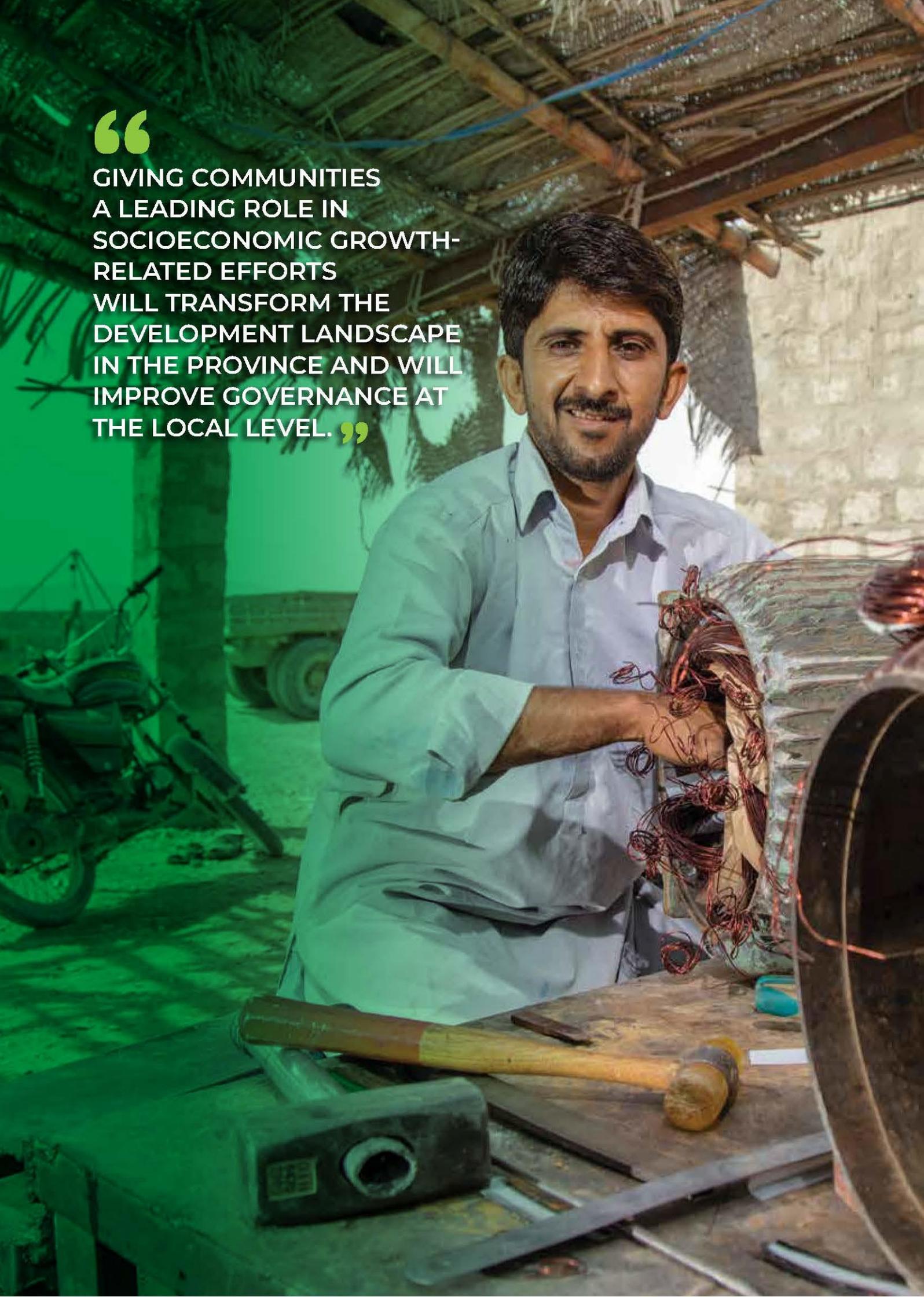
These procedures will be revised every two years or when required to incorporate the learnings from the field. The Secretary LGRDD will be the competent authority to notify PIM after approval of the PCRC. The Secretary LGRDD as custodian of the Policy will also issue advisories from time to time for new issues/ scenarios which are not explained in the CLLG Policy and the CLLG Policy Implementation Manual. The newly issued advisories will become part of the next version of the Policy Implementation Manual.

The CLLG Policy Implementation Manual (PIM) contains the following Policy implementation arrangements, presented as the respective subjects and chapters in the Policy Implementation Manual (PIM):

- 1) Financing Procedures for CLLG Programme
- 2) Institutional Framework to Implement GoB CLLG Development Programmes
- 3) The Social Mobilization Procedures
- 4) Guidelines for Joint District Development Committee (JDDC)
- 5) District Development Strategy and Planning Guidelines
- 6) The Holistic Bottom-up Socio-Economic Development & Poverty Alleviation Approach
- 7) Guidelines for Community Physical Infrastructures
- 8) Monitoring, Evaluation, Accountability, & Learning (MEAL) Framework for GoB CLLG Development Programmes.

“

GIVING COMMUNITIES
A LEADING ROLE IN
SOCIOECONOMIC GROWTH-
RELATED EFFORTS
WILL TRANSFORM THE
DEVELOPMENT LANDSCAPE
IN THE PROVINCE AND WILL
IMPROVE GOVERNANCE AT
THE LOCAL LEVEL. ”





CLLG Policy Implementation Unit
Local Government and Rural Development Department
Government of Balochistan

Block No 14, Civil Secretariat, Quetta

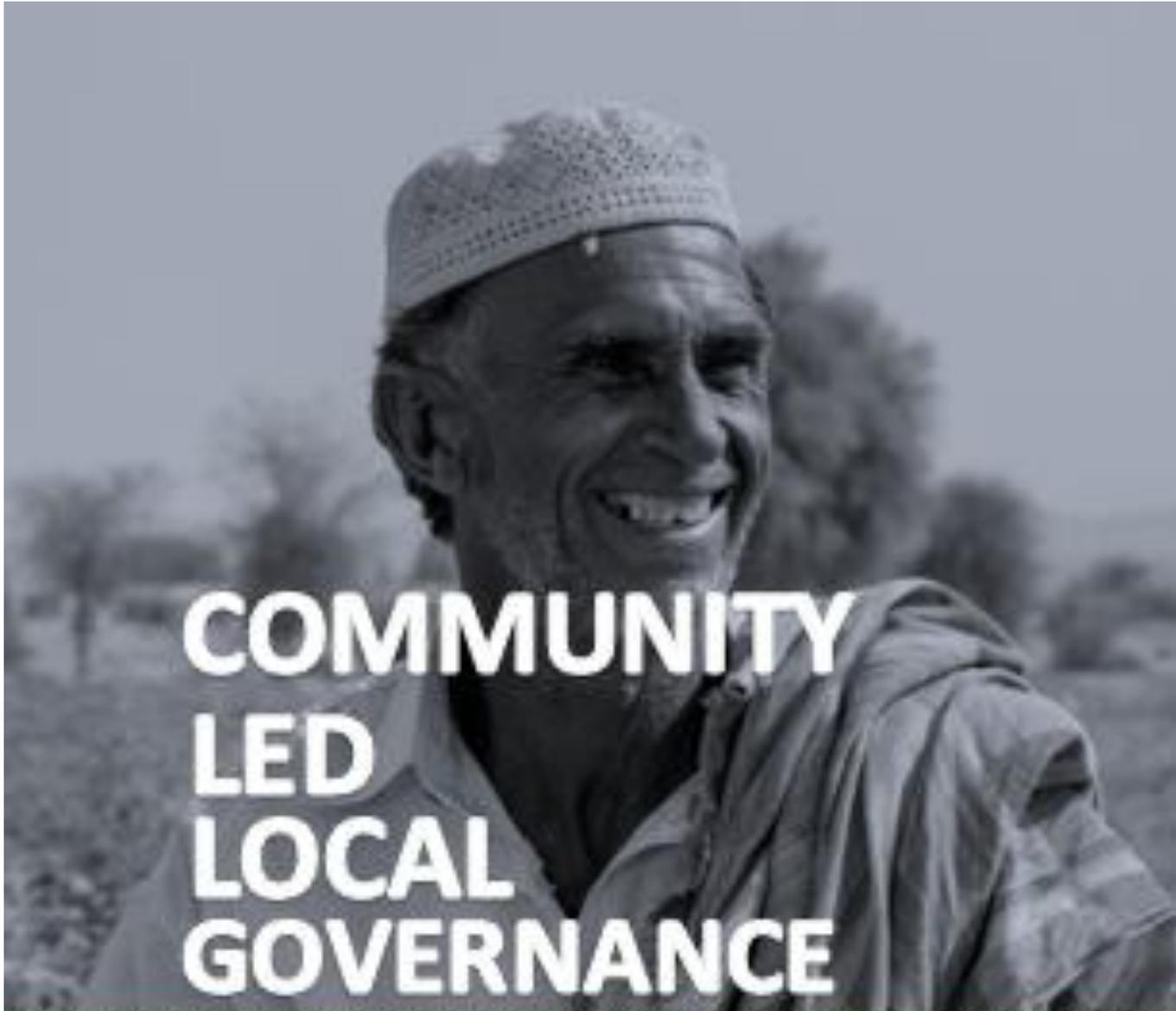
081 - 9204266, 9201277

www.balochistan.gov.pk/departments/local-government-and-rural-development/

www.brace.org.pk

Annex 1C

**Final Draft CLLG Policy Implementation Manual (PIM)
(Version ____ - Date 30/11/22)**



**COMMUNITY
LED
LOCAL
GOVERNANCE**

POLICY

IMPLEMENTATION MANUAL

Local Government & Rural Development Department
Government of Balochistan



A photograph of a man in a white cap and shirt, smiling broadly, standing in a field. The image is overlaid with a semi-transparent green filter. The text "Acknowledgements" is written in a bold, white, sans-serif font across the middle of the image.

Acknowledgements

CLLG POLICY

IMPLEMENTATION MANUAL

Contents



:

Table of Content

Chapter-1. Introduction to CLLG Policy and the Policy Implementation Manual	Error!
Bookmark not defined.	
CLLG Policy Background	Error! Bookmark not defined.
The Balochistan Rural Development and Community Empowerment (BRACE) Program	Error! Bookmark not defined.
The CLLG Policy	Error! Bookmark not defined.
The Policy Implementation Manual (PIM)	Error! Bookmark not defined.
Policy Provision	Error! Bookmark not defined.
1.1. The CLLG Policy Stakeholders	Error! Bookmark not defined.
1.3.1. Primary Stakeholders:	Error! Bookmark not defined.
1.3.2. Secondary Stakeholders:.....	Error! Bookmark not defined.
Chapter-2. Financial Procedures for CLLG Programme	Error!
Bookmark not defined.	
Establishment of Financial System	Error! Bookmark not defined.
Budget Planning	Error! Bookmark not defined.
Distribution of Funds Among Districts and Among UCs	Error! Bookmark not defined.
2.2.1. Distribution of Funds Among Districts	Error! Bookmark not defined.
2.2.2. Distribution of Funds among UCs	Error! Bookmark not defined.
2.3. Operational and Development Budgets	Error! Bookmark not defined.
2.3.1. Developmental Budget (85%):	Error! Bookmark not defined.
2.3.2. Operational Budget (15%):.....	Error! Bookmark not defined.
Financial Procedures and Flow of Funds.....	Error! Bookmark not defined.
Funds Flow Arrangements for CLLG Programme.....	Error! Bookmark not defined.
Fund Flow in Case of Implementation Partner:	Error! Bookmark not defined.
Fund Flow from Finance Department to Implementation Partner:	Error! Bookmark not defined.
Funds Release from Implementation Partner/s (IP/s) to Community Institutes (CIs):	Error! Bookmark not defined.
2.4.3. Fund Flow in Case of Programmatic Implementation by Government:	Error! Bookmark not defined.
Funds Release from Finance Department to Policy Implementation Unit (PIU) and Districts:	Error! Bookmark not defined.
Funds Release from Districts to Community Institutes (CIs):	Error! Bookmark not defined.
List of Allowable Operational Expenditure:	Error! Bookmark not defined.
Utilization of Unspent Funds and Recoveries	Error! Bookmark not defined.
Procurement Procedures	Error! Bookmark not defined.
Chapter-3. GoB CLLG Policy Framework	Error!
Bookmark not defined.	
Balochistan Local Government Act (BLGA) 2010 and Amendments Bill 2022	Error! Bookmark not defined.
LGRD Sector Plan.....	Error! Bookmark not defined.

:	Scope of CLLG Policy Community Mobilization Interventions and Community Led Investments and their linkage to GoB Line Department and Local Government Development Investments	Error! Bookmark not defined.
	GOB Community-Led Local Governance (CLLG) Policy	Error! Bookmark not defined.
	CLLG Policy Implementation Arrangements	Error! Bookmark not defined.
Chapter-4.	The GoB CLLG Policy Institutional Framework	Error!
	Bookmark not defined.	
	Outsourcing Programme/Programme Components.....	Error! Bookmark not defined.
	Policy Coordination and Review Committee (PCRC)	Error! Bookmark not defined.
	Policy Implementation Unit (PIU)	Error! Bookmark not defined.
	District Implementation Units (DIU)	Error! Bookmark not defined.
	The staff for CLLG Policy Implementation Unit (PIU) and District Implementation Units (DIUs) will be recruited according to project rules.	Error! Bookmark not defined.
	Joint District Development Committee (JDDC).....	Error! Bookmark not defined.
Chapter-5.	SOCIAL MOBILISATION	Error!
	Bookmark not defined.	
	The Social Mobilisation Approach and Purpose	Error! Bookmark not defined.
	General Procedures of Social Mobilisation.....	Error! Bookmark not defined.
	Specific Procedures of Social Mobilisation	Error! Bookmark not defined.
	Programme Staff Training	Error! Bookmark not defined.
	Orientation Training of Key Programme Staff and Programme Relevant GoB Officials on CLLG Policy and CLLG Policy Implementation Manual (PIM)	Error! Bookmark not defined.
	Training of CLLG Program Staff on the Socio-economic Baselines and End Line Survey Approaches and Methodologies	Error! Bookmark not defined.
	Training of M&E and other Related Staff on M&E Framework and KPI Reporting Tools	Error! Bookmark not defined.
	Training of Key Implementation and M&E Staff on Quality Control Plans and Checklists	Error! Bookmark not defined.
	Training of Field Staff on Community Awareness Toolkits (CATs)	Error! Bookmark not defined.
	Poverty Scorecard (PSC) Survey	Error! Bookmark not defined.
	Formation of Community Organisations (COs).....	Error! Bookmark not defined.
	General Definitions	Error! Bookmark not defined.
	Steps for CO Formation	Error! Bookmark not defined.
	Planning for CO Formation.....	Error! Bookmark not defined.
	Programme Introduction Meeting.....	Error! Bookmark not defined.
	CO Formation Process.....	Error! Bookmark not defined.
	Recognition of the Newly Formed CO.....	Error! Bookmark not defined.
	Adoption of Existing COs.....	Error! Bookmark not defined.
	Preparing Micro Investment Plan (MIP) for the CO Member Households	Error! Bookmark not defined.
	Community Management Skills Training (CMST) for Leaders of COs...	Error! Bookmark not defined.
	Formation of Village Organisations (VOs).....	Error! Bookmark not defined.
	General Definitions	Error! Bookmark not defined.

:

VO Formation Criteria **Error! Bookmark not defined.**

Steps for VO Formation **Error! Bookmark not defined.**

Initial Dialogue with COs **Error! Bookmark not defined.**

VO Formation Meeting **Error! Bookmark not defined.**

Recognition of the VO **Error! Bookmark not defined.**

Adoption of Existing VOs **Error! Bookmark not defined.**

Management and Leadership Skills Training (MLST) for VO Leaders ... **Error! Bookmark not defined.**

Community Resource Persons (CRPs) and Social Mobilisation **Error! Bookmark not defined.**

Identification and Selection of CRP **Error! Bookmark not defined.**

The Role and Responsibility of CRPs and SMTs in Social Mobilisation and Mainstreaming Cross-Cutting Themes **Error! Bookmark not defined.**

Signing of Agreement with CRPs: **Error! Bookmark not defined.**

Training of CRPs **Error! Bookmark not defined.**

Village Development Plan (VDP) **Error! Bookmark not defined.**

Preparation of Village Profile **Error! Bookmark not defined.**

VDP Preparation Meeting **Error! Bookmark not defined.**

Development of Resource Mobilisation Plan (RMP) **Error! Bookmark not defined.**

Approval of VDP and RMP **Error! Bookmark not defined.**

Implementation of the VDP **Error! Bookmark not defined.**

Annual Review of the VDP **Error! Bookmark not defined.**

Formation of Local Support Organisation (LSO) **Error! Bookmark not defined.**

General Definitions **Error! Bookmark not defined.**

LSO Formation Criteria **Error! Bookmark not defined.**

Steps for LSO Formation **Error! Bookmark not defined.**

Initial Dialogue with VOs about LSO **Error! Bookmark not defined.**

LSO Formation Meeting **Error! Bookmark not defined.**

Resolution for Opening of LSO Bank Account **Error! Bookmark not defined.**

Recognition of the LSO **Error! Bookmark not defined.**

Establishment of LSO Office **Error! Bookmark not defined.**

Selection and Training of Book Keepers at LSO level **Error! Bookmark not defined.**

LSO Management, Advocacy and Leadership Training (MALT) **Error! Bookmark not defined.**

Union Council Development Plan (UCDP) **Error! Bookmark not defined.**

Union Council Profile **Error! Bookmark not defined.**

UCDP Preparation Meeting **Error! Bookmark not defined.**

Development of Resource Mobilisation Plan (RMP) **Error! Bookmark not defined.**

Approval of UCDP and RMP **Error! Bookmark not defined.**

Sharing of UCDP with Joint District Development Committee (JDDC) **Error! Bookmark not defined.**

Implementation, Monitoring and Reporting of the UCDP **Error! Bookmark not defined.**

Annual Review of the UCDP **Error! Bookmark not defined.**

CLLG Policy Investment Prioritization Model- MIS Based Automated Screening and Ranking of Community Needs	Error! Bookmark not defined.
Conferences/ Activists Workshops for LSO/VO/CO	Error! Bookmark not defined.
Formation of LSO Network (LSON) at Tehsil and District Level	Error! Bookmark not defined.
Formation of LSO Network at Tehsil level	Error! Bookmark not defined.
Formation of LSO Network at District level	Error! Bookmark not defined.
Consolidation of UCDPs at Tehsil and District Level	Error! Bookmark not defined.
Advocacy for Resource Mobilisation	Error! Bookmark not defined.
Mentoring and Monitoring of Community Institutions (CO/VO/ LSO) by SMT	Error! Bookmark not defined.
Facilitate Experience Sharing among Community-based Organizations through Arranging Manager Conferences	Error! Bookmark not defined.
Arrange Knowledge Sharing Exposure Visits for Community Activists and LA's and LSO Representatives	Error! Bookmark not defined.
Engage Youth in the Development Process by Arranging Co-Curricular / Recreational activities	Error! Bookmark not defined.
Prepare and Deliver training on CAT & CIF to CRPs.	Error! Bookmark not defined.
Training of Local Government, Local Councils, District Department Officials and LSO Representatives on Participatory Development Planning	Error! Bookmark not defined.
Mechanisms for Creating Synergies and Linkages between Community Institutions and Local Government Authorities	Error! Bookmark not defined.
Capacity building of Local Govt. Officials and Community Representatives	Error! Bookmark not defined.
Sustainability of the Community Institutions (COs/VOs/LSOs) through Community Investment Fund (CIF)	Error! Bookmark not defined.
Chapter-6. Guidelines for Joint District Development Committee (JDDC) Guidelines	Error! Bookmark not defined.
Explanation of the JDDC Composition	Error! Bookmark not defined.
Objectives of the JDDC.....	Error! Bookmark not defined.
JDDC 12 FUNCTIONS	Error! Bookmark not defined.
Terms of References and Guidelines	Error! Bookmark not defined.
Chapter-7.The CLLG Holistic Bottom-up Socio-Economic Development and Poverty Reduction Approach	Error! Bookmark not defined.
Introduction	Error! Bookmark not defined.
Purpose	Error! Bookmark not defined.
General Policy and Procedures of TVET	Error! Bookmark not defined.
Field Implementation Process.....	Error! Bookmark not defined.
General Process	Error! Bookmark not defined.
Specific Process	Error! Bookmark not defined.
Screening Criteria for TVET Interventions	Error! Bookmark not defined.
Identification and Selection of Technical and Vocational Skills Training Participants	Error! Bookmark not defined.
Planning and Conducting TVET	Error! Bookmark not defined.

Post Training Support to the TVET trainees.....	Error! Bookmark not defined.
Records and Documentation	Error! Bookmark not defined.
Training of Community Women Members in Adult Literacy and Numeracy Skills (ALNS)	Error! Bookmark not defined.
defined.	
Purpose	Error! Bookmark not defined.
General Procedures for ALNS.....	Error! Bookmark not defined.
Specific Procedures for ALNS	Error! Bookmark not defined.
Selection of Trainees	Error! Bookmark not defined.
ALNS Centres Venues	Error! Bookmark not defined.
Selection, Hiring, Training of and Payment to Adult Literacy Teacher:	Error! Bookmark not defined.
Payment of Monthly Salary to the Teachers	Error! Bookmark not defined.
Closing of the Literacy Centres	Error! Bookmark not defined.
Monitoring and Reporting	Error! Bookmark not defined.
Training of Beneficiaries on Enterprise Development and Marketing	Error! Bookmark not defined.
Provision of Income Generating Grants (IGGs) to Community Members	Error! Bookmark not defined.
defined.	
Purpose	Error! Bookmark not defined.
Approach	Error! Bookmark not defined.
General Procedures of IGG	Error! Bookmark not defined.
General Steps for IGG	Error! Bookmark not defined.
Prioritization of IGG interventions	Error! Bookmark not defined.
The IGG interventions, captured in UCDP shall be entered in CLLG-MIS to be evaluated under two-stage scring and scoring criteria	Error! Bookmark not defined.
Specific procedures for IGGs.....	Error! Bookmark not defined.
Accessing IGG Sub-grant by the Community Institutions (VOs/LSOs)	Error! Bookmark not defined.
Eligibility Criteria for IGG sub-granting	Error! Bookmark not defined.
Size of Sub-grant for IGG:.....	Error! Bookmark not defined.
Types of Income Generating Activities Supported by IGG.....	Error! Bookmark not defined.
List of Unsupported Income Generating Activities by IGG	Error! Bookmark not defined.
Dialogues with CLLG / SMT about the IGG Grant	Error! Bookmark not defined.
Resolution and Proposal from the Community Institutions for IGG.....	Error! Bookmark not defined.
Assessment of the Community Institutions for IGG Grant	Error! Bookmark not defined.
Approval of IGG Sub-Grant	Error! Bookmark not defined.
Signing of IGG Sub-grant Agreement between GOB/CLLG and Community Institutions	Error! Bookmark not defined.
not defined.	
Transfer of Sub-grant to the Community Institutions	Error! Bookmark not defined.
Provision of IGG Books of Records	Error! Bookmark not defined.
Record Keeping of IGG Intervention at DIU Level	Error! Bookmark not defined.
Monitoring of IGG Intervention by CLLG	Error! Bookmark not defined.
Operational Procedures for Implementation of IGG by Community Institutions	Error! Bookmark not defined.
defined.	

Appointment and Remuneration of CO/VO/LSO Community Book Keeper **Error! Bookmark not defined.**
Eligibility Criteria for IGG Beneficiaries **Error! Bookmark not defined.**
IGG Appraisals **Error! Bookmark not defined.**
Procurement and Transfer of Assets to Beneficiaries **Error! Bookmark not defined.**
Record Keeping of IGG **Error! Bookmark not defined.**
Monthly IGG Progress Report **Error! Bookmark not defined.**
CLLG Management Information System **Error! Bookmark not defined.**
Monitoring of the IGG Beneficiaries **Error! Bookmark not defined.**

Provision of Community Investment Fund (CIF) to Community Members **Error! Bookmark not defined.**

Introduction **Error! Bookmark not defined.**

Purpose **Error! Bookmark not defined.**

Approach **Error! Bookmark not defined.**

General Procedures of CIF **Error! Bookmark not defined.**

Prioritization of IGG interventions **Error! Bookmark not defined.**

The IGG interventions, captured in UCDP shall be entered in CLLG-MIS to be evaluated under two-stage scring and scoring criteria **Error! Bookmark not defined.**

Specific Procedures for CIF Grants **Error! Bookmark not defined.**

Accessing CIF Sub-grant by the Community Institutions (COs/VOs/LSOs) **Error! Bookmark not defined.**

Eligibility Criteria for CIF Sub-granting **Error! Bookmark not defined.**

Size of CIF Sub-Grant to Community Institutions **Error! Bookmark not defined.**

Types of Income Generating Activities Supported by CIF Grants **Error! Bookmark not defined.**

List of Unsupported Income Generating Activities by CIF Grants **Error! Bookmark not defined.**

Dialogues with SMT about the CIF Grant **Error! Bookmark not defined.**

Resolution and Proposal from the Community Institutions for CIF Grant **Error! Bookmark not defined.**

Assessment of the Community Institutions for CIF Grant **Error! Bookmark not defined.**

Approval of CIF Sub-Grant **Error! Bookmark not defined.**

Singing of CIF Sub-grant Agreement between CLLG, GOB and Community Institutions **Error! Bookmark not defined.**

Transfer of Sub-grant to the Community Institutions **Error! Bookmark not defined.**

Provision of CIF Books of Records **Error! Bookmark not defined.**

Record Keeping of CIF Intervention at District Level **Error! Bookmark not defined.**

Monitoring of CIF Intervention by CLLG **Error! Bookmark not defined.**

Operational Procedures for Implementation of CIF by Community Institutions **Error! Bookmark not defined.**

Appointment and Remuneration of CO/VO/LSO Community Book Keeper **Error! Bookmark not defined.**

Eligibility Criteria for CIF Beneficiaries **Error! Bookmark not defined.**

CIF Appraisals **Error! Bookmark not defined.**

Payment of CIF Amounts to Beneficiaries **Error! Bookmark not defined.**

Record Keeping of CIF grant **Error! Bookmark not defined.**

CIF Processing Fee/Service Charges and Utilization	Error! Bookmark not defined.
CIF Repayment	Error! Bookmark not defined.
Subsequent Loans to Members	Error! Bookmark not defined.
Monthly CIF Progress Report	Error! Bookmark not defined.
Management Information System	Error! Bookmark not defined.
Monitoring of the CIF Beneficiaries	Error! Bookmark not defined.
Support to Establish Links of Community Members to Efficient Markets	Error! Bookmark not defined.
Provision of Micro Health Insurance to Community Members	Error! Bookmark not defined.
Purpose	Error! Bookmark not defined.
General Procedures of Micro Health Insurance.....	Error! Bookmark not defined.
Field Implementation Process.....	Error! Bookmark not defined.
General Process	Error! Bookmark not defined.
Specific Process	Error! Bookmark not defined.
Identification, Selection and Singing of Contract with Insurance Clients/Beneficiaries	Error! Bookmark not defined.
Claim Processing and Payment Process.....	Error! Bookmark not defined.
Chapter-8..... COMMUNITY PHYSICAL INFRASTRUCTURE (CPI)	Error!
Bookmark not defined.	
Purpose	Error! Bookmark not defined.
General Policy and Procedures of CPI Projects.....	Error! Bookmark not defined.
Objective and Procedure of CPI Sub-granting	Error! Bookmark not defined.
Objective of CPI Sub-granting	Error! Bookmark not defined.
Eligibility Criteria	Error! Bookmark not defined.
Types and Number of CPIs be supported	Error! Bookmark not defined.
Operational Procedures for Implementation of CPI Sub-granting	Error! Bookmark not defined.
Dialogues with Community Institutions about the CPI Sub-Grant ..	Error! Bookmark not defined.
Need Identification for CPI Projects.....	Error! Bookmark not defined.
Assessment of the Community Institutions for CPI Grant	Error! Bookmark not defined.
Project Screening and Scoring	Error! Bookmark not defined.
Development of the Project Digest/Proposal for CPI Grant	Error! Bookmark not defined.
Approval of CPI Sub-Grant	Error! Bookmark not defined.
Technical Endorsement by Technical Evaluation Committee (TEC) and Administrative Approval by Joint District Development Committee (JDDC)	Error! Bookmark not defined.
Signing of CPI Sub-Grant Agreement between GoB and Community Institutions	Error! Bookmark not defined.
Transfer of Sub-Grant to the Community Institutions.....	Error! Bookmark not defined.
Provision of CPI Books of Records.....	Error! Bookmark not defined.
Record Keeping of CPI Intervention	Error! Bookmark not defined.
Monitoring of CPI Intervention	Error! Bookmark not defined.
Revision of CPI Projects:.....	Error! Bookmark not defined.

:		
	Operational Procedures for Implementation of CPI by Community Institutions	Error! Bookmark not defined.
	Formation of Project Committees	Error! Bookmark not defined.
	Initiation of Physical Work on the CPI.....	Error! Bookmark not defined.
	Project Completion and O&M Mechanism	Error! Bookmark not defined.
	Technical training of community institutions on Project Management & Procurement (PMP), Financial Management (FM) and Operation & Maintenance (O&M) of the infrastructure schemes	Error! Bookmark not defined.
	Technical training of community institutions on Project Management & Procurement (PMP), Financial Management (FM) and Operation & Maintenance (O&M) of the infrastructure schemes	Error! Bookmark not defined.
	Handing over of CPI Projects.....	Error! Bookmark not defined.
	Installation of Project Information Board	Error! Bookmark not defined.
	Chapter-9. The CLLG Monitoring, Evaluation, Accountability, and Learning (MEAL) Approach	Error!
	Bookmark not defined.	
	The Monitoring and Evaluation	Error! Bookmark not defined.
	Internal Monitoring:.....	Error! Bookmark not defined.
	Monitoring at UC Level:	Error! Bookmark not defined.
	Monitoring by CLLG Social and Technical Teams:	Error! Bookmark not defined.
	Monitoring of TVET Interventions	Error! Bookmark not defined.
	Monitoring of ALNS Activities	Error! Bookmark not defined.
	Evaluation of Trainings under CLLG Programme	Error! Bookmark not defined.
	Monitoring of Community Physical Infrastructure (CPI) Projects	Error! Bookmark not defined.
	Technical Supervision and Inspection of Project:	Error! Bookmark not defined.
	Monitoring of IGG Interventions:	Error! Bookmark not defined.
	Monitoring of CIF Interventions:	Error! Bookmark not defined.
	Monitoring of MHI Interventions:	Error! Bookmark not defined.
	Monitoring by District Administration and District Line Departments:	Error! Bookmark not defined.
	Monitoring by Commissioner’s Office:	Error! Bookmark not defined.
	Evaluation of Programme Interventions by GOB	Error! Bookmark not defined.
	Evaluation of Trainings	Error! Bookmark not defined.
	External Monitoring	Error! Bookmark not defined.
	Monitoring and Evaluation by Third-Party Validation (TPV) Firm:	Error! Bookmark not defined.
	Monitoring by the Donor/Funding Agency:	Error! Bookmark not defined.
	The Accountability and Learning:	Error! Bookmark not defined.
	Accountability	Error! Bookmark not defined.
	CLLG Management Information System	Error! Bookmark not defined.
	Learning and Feedback:	Error! Bookmark not defined.
	Annexures Chapter-1	Error! Bookmark not defined.
	Annex A-1: Guidelines for Planning and Arranging Trainings	Error! Bookmark not defined.
	Annex A-1a: Training Session Plan	Error! Bookmark not defined.

Annex A-1b: Training Registration and Attendance Sheet	Error! Bookmark not defined.
Annex A-1c: Summary of Training Participants	Error! Bookmark not defined.
Annex A-2a: No. of Estimated Households by Revenue Village/Settlement.....	Error! Bookmark not defined.
Annex A-2b: District Enumeration Plan	Error! Bookmark not defined.
Annex A-2c: Supervisor's UC Enumeration Plan	Error! Bookmark not defined.
Annex A-2d: Daily Progress Report (PSC Survey).....	Error! Bookmark not defined.
Annex A-2e: List of Households with Poverty Scores	Error! Bookmark not defined.
Annex A-2f: Village Profile	Error! Bookmark not defined.
Annex A-2g: Union Council Profile	Error! Bookmark not defined.
Annex A-2h: District Profile.....	Error! Bookmark not defined.
Annex A-3a: Formats for CO Register	Error! Bookmark not defined.
Annex A-3b: Social Mobilisation Plan	Error! Bookmark not defined.
Annex A-3d: Programme Introduction.....	Error! Bookmark not defined.
Annex A-4: Formats for VO Register	Error! Bookmark not defined.
Annex 1: Pairwise Ranking/Prioritisation Table.....	Error! Bookmark not defined.
Annex 2: Village Development Plan 5 Year Summery Sheet	Error! Bookmark not defined.
Annex 3: VDP Supporting Document for Physical Infrastructure	Error! Bookmark not defined.
Annex 4: Attendance Sheet of VDP Participants	Error! Bookmark not defined.
Annex A-5a: List of Potential CRPs.....	Error! Bookmark not defined.
Annex A-5b: Monthly Progress and Monitoring Report of CRP.....	Error! Bookmark not defined.
Annex A-5c: Terms of Reference (ToR) for CRP	Error! Bookmark not defined.
Annex A-5d: Directory of CRPs.....	Error! Bookmark not defined.
Annex A-6a: List of Potential Activities for VDP/UCDP	Error! Bookmark not defined.
Annex A-6b: VO Resource Mobilisation Plan.....	Error! Bookmark not defined.
Annex A-6c: ToRs for VO/LSO Special Committees.....	Error! Bookmark not defined.
Annex A-6d: VO/LSO Annual Progress Report	Error! Bookmark not defined.
Annex A-7: Format for LSO Register	Error! Bookmark not defined.
Annex 1: Pairwise Ranking/Prioritisation Table.....	Error! Bookmark not defined.
Annex 2: UC Development Plan 5 Year Summery Sheet	Error! Bookmark not defined.
Annex 3: UCDP Supporting Document for Physical Infrastructure.....	Error! Bookmark not defined.
Annex 4: Attendance Sheet of UCDP Participants	Error! Bookmark not defined.
Annex A-8: LSO Resource Mobilisation Plan.....	Error! Bookmark not defined.
Annex A-9: CO/VO/LSO Monitoring Report.....	Error! Bookmark not defined.
Annex A-10: Terms of Reference for Tehsil LSO Network	Error! Bookmark not defined.
Annex A-11: Terms of Reference for District LSO Network	Error! Bookmark not defined.
Annex A-11a: Tehsil Development Plan.....	Error! Bookmark not defined.
Annex A-11b: District Development Plan.....	Error! Bookmark not defined.
JDDC Meeting Annexures	Error! Bookmark not defined.
Annex 1: Analysis of the Bottom-Up Development Plans.....	Error! Bookmark not defined.

:	
Annex 2 Status of CIs, Dev. Plans P and CPI Schemes.....	Error! Bookmark not defined.
Annex 3 List CI Prioritized Development Needs/Investments for Approval	Error! Bookmark not defined.
Annex 4 Analysis District Top-Down Allocation vs Expenditure for Past 3 Years	Error! Bookmark not defined.
Annex 5 Progress Review for Collective Action Projects (GoB + CI Projects)	Error! Bookmark not defined.
Annex 6 JDDC Meetings Procedure – Two Clusters of Line Departments	Error! Bookmark not defined.
Annex 7 Examples of Synergy and Complementarity between Top-down and Bottom-up Development Investments – by Sector	Error! Bookmark not defined.
Annex 8 JDDC and Other Stakeholders Roles & Responsibilities.....	Error! Bookmark not defined.
Annex 9 Estimate of Total Investment Requirement for one UC	Error! Bookmark not defined.
Annex 10 JDDC Agenda Format	Error! Bookmark not defined.
Annex 11 Template for Minutes of the JDDC Meeting	Error! Bookmark not defined.
Annex 12 Localized Development Actions’ Impacts on SDGs.....	Error! Bookmark not defined.
Annexures: The CLLG Holistic Bottom-up Socio-Economic Development and Poverty Reduction Approach	
	Error! Bookmark not defined.
Annex C: Technical and Vocational Education and Training (TVET)	Error! Bookmark not defined.
Annex C-1: Resolution and List of Nomination	Error! Bookmark not defined.
Annex C-2: Training Needs Assessment Form for Skills Training	Error! Bookmark not defined.
Annex C-3: List of Selected Trainees	Error! Bookmark not defined.
Annex C-4: Training Calendar.....	Error! Bookmark not defined.
Annex C-5: List of Potential Training Trades	Error! Bookmark not defined.
Annex D: Adult Literacy and Numeracy Skills	Error! Bookmark not defined.
Annex D-1 Memorandum of Understanding	Error! Bookmark not defined.
Annex D-2 Format for List of Village Wise Illiterate Women in the Age Brackets of 18 to 45 Years	Error! Bookmark not defined.
Annex D-3 VDP/UCDP Format for Illiterate Women for Adult Literacy and Numeracy Skills Training	Error! Bookmark not defined.
Annex D-4 Terms of Reference for Adult Literacy and Numeracy Teacher	Error! Bookmark not defined.
Annex D-5 Monthly Status of the Literacy and Numeracy Centers .	Error! Bookmark not defined.
Annex D-6 Clearance Certificate of the Literacy Centre	Error! Bookmark not defined.
Annex E: Income Generating Grants (IGG)	Error! Bookmark not defined.
Annex E-1: Sample Proposal Application for IGG Sub-Grant	Error! Bookmark not defined.
Annex E-2: Sample Sub-grant Contract.....	Error! Bookmark not defined.
Annex E-3: IGG Appraisal Form.....	Error! Bookmark not defined.
Annex E-4: Asset Transfer Form.....	Error! Bookmark not defined.
Annex E-5: Check List for IGG Approval by Community Institution .	Error! Bookmark not defined.
Annex E-6: IGG Register	Error! Bookmark not defined.
Annex E-7: IGG Beneficiary Tracking Sheet.....	Error! Bookmark not defined.
Annex E-8	Monthly IGG Progress Report Error!
	Bookmark not defined.
Annex F: Community Investment Fund (CIF)	Error! Bookmark not defined.

:	
Annex F-1: Sample Proposal Application for CIF Sub-Grant	Error! Bookmark not defined.
Annex F-2: Sample Sub-grant Contract.....	Error! Bookmark not defined.
Annex F-3: CIF Appraisal Form	Error! Bookmark not defined.
Annex F-4: Check List for CIF Approval by Community Institution (CI).....	Error! Bookmark not defined.
Annex F-5: CIF Record Register	Error! Bookmark not defined.
Annex F-6: CIF Passbook	Error! Bookmark not defined.
Annex F-7: Monthly Progress Report of CIF Grants	Error! Bookmark not defined.
Annex F-8: CIF Grants Beneficiary Tracking Sheet	Error! Bookmark not defined.
Annex G: Micro Health Insurance (MHI).....	Error! Bookmark not defined.
Annex G1: Proposed Insurance Package.....	Error! Bookmark not defined.
Chapter 8 Annexures.....	Error! Bookmark not defined.
Annex H Community Physical Infrastructure (CPI)	Error! Bookmark not defined.
Annex H-1: Sample Format of Community Institution Resolution for CPI Request.....	Error! Bookmark not defined.
Annex H-2 Work Order.....	Error! Bookmark not defined.
Annex H-3: Checklist for Eligibility Assessment of Community Institution (CI) for CPI Grant.....	Error! Bookmark not defined.
Annex H-4: Guidelines for the Preparation of Project Digest/Proposal.....	Error! Bookmark not defined.
Annex H-3 (2): Check List for Gender Assessment in Project	Error! Bookmark not defined.
Annex H-3 (3): Post Intervention Plan	Error! Bookmark not defined.
Annex H-3 (4): Implementation Guidelines /Terms of Reference	Error! Bookmark not defined.
Annex H-3 (5): Details of Cost Expenditure of Scheme	Error! Bookmark not defined.
Annex H-4: Sub-grant Agreement Between Local Government (LG) & Community Institution (CI).....	Error! Bookmark not defined.
Annex H-5: Books for Record	Error! Bookmark not defined.
Annex H-6.....	Error! Bookmark not defined.
CLLG Indicative Interventions	Error! Bookmark not defined.
Annex H-7.....	Error! Bookmark not defined.
Gender Specific Interventions.....	Error! Bookmark not defined.
Annex H-8.....	Error! Bookmark not defined.
Scoring of CPI Interventions.....	Error! Bookmark not defined.
The CLLG Monitoring, Evaluation, Accountability, and Learning (MEAL) Annexures.....	Error! Bookmark not defined.
Annex 8-A Training Evaluation Format	Error! Bookmark not defined.
Annex 8-B Evaluation by the Participants.....	Error! Bookmark not defined.

Annex 2

**Minutes of the SPDC Meeting 7/9/2022
endorsing Draft CLLG Policy**



**GOVERNMENT OF BALOCHISTAN
PLANNING & DEVELOPMENT DEPARTMENT
(Foreign Aid Section)**

Subject: MINUTES OF THE 6th STRATEGY AND POLICY DIALOGUE COMMITTEE (SPDC) MEETING OF THE EUROPEAN UNION (EU) FUNDED BALOCHISTAN RURAL DEVELOPMENT AND COMMUNITY EMPOWERMENT (BRACE) PROGRAM HELD ON 6th SEPTEMBER 2022 IN THE P&D DEPARTMENT.

The 6th Strategy and Policy Dialogue Committee (SPDC) Meeting of the European Union (EU) funded BRACE Program was held on September 06, 2022, under the Chairmanship of Additional Chief Secretary (Dev.) in the conference hall of the Planning and Development Department (P&DD), Government of Balochistan (GoB). The list of participants is attached at Annexure-I.

2. The Chair welcomed all the participants. After a round of introductions, the Chair thanked EU Delegation to Pakistan for supporting the Government of Balochistan in various areas. He expressed Govt of Balochistan's gratitude for support in improving Governance, Livelihoods, Agriculture and many other areas. Looking at the BRACE project and its expected impact in Balochistan he added that the Local Government (LG) System was of great importance and strengthening the system is crucial since it provides local people with authority to identify local needs and raise local resources to meet those needs. The project is working towards empowering such local institutions that will support development with a bottom-up approach. After opening remarks, he invited the representatives from the EU Delegation to share their thoughts before the formal proceedings of the meeting.

3. Mr. Sven Ruesch, Acting Head of Cooperation of EU Delegation to Pakistan, appreciated P&DD for its coordination to convene the SPDC regularly and expressed the EU's commitment to continue working with the Government of Balochistan in the face of the calamity of massive floods. He further expressed the EU's condolences for the losses in the catastrophic floods and ensured the EU's support in contributing to the relief and rehabilitation activities.

4. Mr. Stephen Langrell, Head of Rural Development and Economic Cooperation, thanked the Government of Balochistan for holding the SPDC. He added that the BRACE programme is an important project and one of the flagship activities. He expressed the EU's commitment to supporting GoB on public sector development initiatives. Shedding light on the success of the BRACE programme, he added that the output area one (01) and three (03) have been progressing well, whereas the output area two (02) has been delayed due to the availability of potential Key Experts (KEs).

5. He also informed the forum that the BRACE Programme has entered into No-cost Extension (NCE) period and hoped that the set targets will be achieved during this period. He added that the recent amendment of the Balochistan Local Government Act 2010 (BLGA-2010) was a welcome development, which has brought legal recognition of the Community Institutions (CIs) under section 87 of the legislation and would pave the way for introducing CIs in local development processes.

6. After the opening remarks from the EU representatives, the Chair requested the Chief Foreign Aid (CFA) to brief the forum on the project and the agenda for discussion. The CFA apprised that the BRACE is a program with the main objective 'To support the GoB in reducing the negative impact of economic deprivation, poverty and social inequality, environmental degradation and climate change, and to turn this into opportunities to build and empower resilient communities participating actively in identifying and implementing socio-economic development activities on a sustainable basis in partnership with local authorities. The project is

financed by the EU with a grant of Euro 45.0 million with a co-financing of Euro 1.97 million. The three specific objectives of the project are i) Community Empowerment through Social Mobilization, social and productive assets creation, critical Community Infrastructure (through Rural Support Programme Networks (RSPNs)), ii) To foster an enabling environment through institutional reforms and capacity development of local authorities to involve communities in the public sector development planning, financing and implementation process (through Technical Assistance (TA) Team), and iii) Public Financial Management (PFM) reforms (through Oxford Policy Management (OPM) and PFM project). The project started in 2017 and was supposed to end by June 2022, it now has been given a No-Cost Extension for two years and will end in June 2024. After the brief of the project, the CFA requested the TA team to present to the forum their key achievements made to date and the plan for the next FY 2022-2023.

7. The TA team thanked CFA and, with the permission of the Chair, presented the overall achievements made by the BRACE team so far. The list of major achievements is as follows:

- i. The amendment made in the BLGA-2010 for the engagement of CIs in local area development projects is a step towards participatory and representative democracy. Balochistan leads other provinces in Pakistan in demonstrating participatory democracy.
- ii. The completion of the draft Community-Led Local Governance (CLLG) Policy by the Local Government and Rural Development Department (LG&RDD) with the assistance of the BRACE technical assistance. The CLLG Policy has been endorsed by the Sectoral Coordination Committee (SCC) under the chairmanship of Secretary LG&RDD.
- iii. The draft of CLLG Policy has been circulated among the key GoB departments to seek input for incorporation into the CLLG Policy. The comments from all departments have been received except P&D Department. The team requested the SPDC forum to endorse the CLLG Policy to be further processed for approval from the competent authority.
- iv. The innovative CLLG Policy will enable GoB to seek funds from development partners to be allocated for local communities, especially at this time when flood damages have increased despair among local communities and raised expectations for assistance.
- v. BRACE TA is striving to expedite the capacity building of the Balochistan Rural Development Academy (BRDA), which has gained momentum now.
- vi. The PFM project has prepared Budget and Fiscal Transfer Rules for Local Government Department, which are pending with the Law Department, waiting for amendments in BLGA.
- vii. TA activities are being expedited on a priority basis during the NCE period. The LG&RDD Sector Plan (under preparation) will be the second comprehensive Sector Plan after the Education Sector Plan in the province.

8. The CFA pointed out that the IPs were requested to share their progress quantifiably but the TA team has rather presented progress in a manner of discussion, and a few result areas remain missing in the presentation. Furthermore, the project teams have been working on the CLLG policy and the Local Government Sectoral Plan for a long time. They are expected to have completed the same. In response, the TA team clarified that works on policy reforms are more of qualitative and incremental in nature and cannot be quantified and presented in terms of targets. Secondly, all result areas have been focused and the presentation covers all the areas mandated under the BRACE TA component. The delays have been there, but the project is on track, and the pending activities will be completed shortly.

9. After the presentation of the TA team, the RSP teams were requested to present their activities and achievements made so far. The RSPN and the Balochistan Rural Support Programme (BRSP) presented their achievements. The Chief Executive Officer (CEO) of BRSP informed that there was no work plan for the NCE period as the targets have been achieved by June 2022. Moreover, the challenges have increased for the RSPs to achieve the targets due to several issues, and current floods have further added to challenges in the districts where the RSPs are working. However, whatever tasks remain on the part of BRSP will be completed shortly. The presentation, including achievements of RSPs, is attached at **Annexure-II**.

10. The CFA added to the discussion that the in the last monitoring mission of the EU, it was informed that the Community Investment Fund (CIF) is declining. This has raised concerns with the BRSP. The BRSP has presented improvements in the same now. He added that he feels the CIF is the sustainability plan for the CIs. It is requested that the BRSP bring a sustainability plan after the EU exits.

11. The Chair appreciated the significance of the project and the work undertaken by the BRACE team. He added that the Local Government is the right place where serious efforts are actually needed to uplift the local people's condition through locally demanded basic services. He expressed his appreciation for BRACE for amendments made to the BLGA 2010. He also expressed that a day comes when LGs do not remain at the mercy of higher tiers of government for their development plans and resources and that the constitution also supports the empowerment of such LGs around the country.

12. The LG&RDD representative added to the discussion by appreciating that a milestone has been achieved where the provision is made through the amendment in the BLGA-2010 for recognizing CIs. The CIs will be able to work for area developing projects and access resources from the government and the donor community. Moreover, the CLLG policy, which is the main focus of the discussion, has been worked out, and the final draft has been prepared with the assistance of BRACE-TA. He further added that the CLLG policy was endorsed in the SCC meeting held recently. The policy draft has been shared with all the stakeholders for their review and comments. All the departments have submitted their comments except P&D. Once the comments are received and incorporated into the draft, this will be taken to the competent forum for approval. This also opens up ways for GoB to further have more finances through donor agencies that are willing to support local governments at the grassroots level. This all has to be expedited specifically in the times when Balochistan is going through the devastating effects of floods. He further shed light on the sector plan and endorsed the comments of CFA that the task has been delayed due to several issues. This will be completed soon. The sectoral policy would be one of other great achievements of the project.

13. Ms. Shardana Khan, the Chief Executive Officer (CEO) of RSPN added to the discussion by appreciating the TA team for the CLLG policy. Furthermore, she expressed that although this policy relates to the Local Government, the needs of communities stand across many other departments. She opined that all departments', as a regular part of their works, may permanently support CIs/LSOs in executing development projects. In this regard a clear direction to all departments in supporting projects and schemes through the CIs can solve the budget and resource issues. This can be a step towards the sustainability of these local institutions. This is not only important to allocate funds for schemes but also include local institutions to be a part of it. She suggested that a joint stakeholder's workshop to discuss the CLLG policy would be of great use in this regard.

14. The Additional Chief Secretary (Dev.) thanked all the participants for attending the meeting, especially the EU Delegation Pakistan's representatives and wished that the discussions will expedite the progress on key milestones. He suggested to follow-up on the decisions made during the meeting and hoped that the GoB and IPs will work together with EU

to ensure the mobilization and empowerment of local communities at grass roots level. Furthermore, he reiterated that the BRACE has a huge mandate to support the LG&RDO and GoB in formulating a policy that will be an effective one to engage LG and CIs for better development and inclusive growth. The BRACE team and the departments of the GoB have to ensure that the tasks are completed and the financial resources are utilized in the best possible and transparent manner. The P&DD is available to support for all arrangements needed to finalize the CLLG policy and the Sectoral Plan.

15. Mr. Stephen Laregell, appreciated the efforts of GoB for taking the BRACE programme forward by giving it due attention. He shared that in terms of CLLG Policy, the suggestion by Ms. Shandana Khan for holding bilateral meetings /workshop to review any further inputs from stakeholders/ partners will further improve the quality of the document. He further reiterated that the SPDC meetings may be held regularly to follow up the progress of the activities. This is very important for better coordination among the stakeholders. The EU's support remains there for all sorts of support in this regard. He thanked all the participants and expressed his desire to continue with the same spirit and support to implement the BRACE program's interventions in future.

16. After detailed discussion the forum came with the following decisions:
- i. The P&DD will share their comments on CLLG Policy at the earliest¹.
 - ii. IPs must exercise great care in using project finances and maintain requisite fiduciary controls and due diligence in this regard.
 - iii. The Government of Balochistan and Implementing Partners will coordinate closely to finalize the CLLG Policy at the earliest.
 - iv. The SPDC forum, in principle, endorses CLLG Policy, unless there is any contradiction of any kind with existing legislation. The policy may further be processed to the next step once the comments of the stakeholders are incorporated.

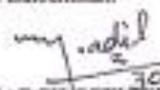
The meeting ended with a vote of thanks to and from the chair.

Additional Chief Secretary (Dev.)
P&D Department

NO. P&D. RO (F.A) (141-A)/2016/ 5600 Dated Quetta, the 30th November 2022.

Distribution:

1. The Secretary Finance Department, GoB, Quetta.
2. The Secretary Local Government and Rural Development Department, GoB, Quetta.
3. The Secretary Social Welfare Department, GoB, Quetta.
4. The CEO, Balochistan Rural Support Programme (BRSP), Quetta.
5. The BRACE Programme Manager, RSPN.
6. The CEO, RSPN.
7. The Provincial/Regional Manager, NRSP.
8. Team leader (TL), BRACE TA.
9. The PS to ACS (Dev), P&D Department, Government of Balochistan.
10. The PS to Secretary (Planning), P&D Department, Government of Balochistan.
11. Section Master / Master file / Office copy


RESEARCH OFFICER
(Foreign Aid)

30/11/2022

¹The comments have been shared with the ID department by the time the minutes have been prepared.

Attendance sheet of the Strategy and Policy Dialogue Committee (SPDC) meeting of 'Balochistan Rural Development and Community Empowerment (BRACE) Programme' held on 07-09-2022 (Wednesday) at 02:00 PM under the Chairmanship of the ACS (Dev.) in the Conference Hall of P&D Department.

SN	Name	Designation	Department / Organization	Contact #	Signature
1	BORISARIJENIC	Programme manager	EU Delegation		
2	Sara Rorsch	Acting Head of Capital			
3	Munir Ahmad	Add. Secretary	Finance Dep	0300988889	
4	Gul Muhammad Hafeez	DS-LGRD	LGRD	9204266	
5	Dr. Ghulam Nour	CEO	BRSP	0309381533	
6	Sajjad Hussain	Prog. Manager	RSPN	01458409201	
7	Gul Afroz	Programme Manager	NRSP	03213692746	
8	Naomat ul-Haq Jan	G.M.	BRSP	03003842389	
9	ISHFAQ REHMAN	SPA	SPA		
10	Nazar Muhammad	DDC	BRACE	0333702980	
11	Muhammad Asim	MGE Capacity Building	BRACE TA	0333- 7813088	
12	Muhammad ARSHAN KARIM	Technical Development Expert Industry	BRACE TA	0333800000	
13	VIASYAR TALIB	CAPACITY EXPERT PFM II	PFM II	03165670295	
14	Fauzan-Us-Din	Budget Experts	PFM-II	-	
15	Syed Sijander Shah	Secretary	women development	03335511 487	
16	Abdul Mannan	Assistant Chief	P&D	-	
17	DR. M. ADIL	RO (F. Aid)	P&D	9201642	
18	ATIF MALUO	DR	BRACE-TA		

Annex 3

Infographics

CLLG Policy and Consultation Process Timeline

GOB CLLG PPT Archive

SN	Topic	Sub Topics / Details	Remarks
1	Balochistan Local Government Act 2010 Section 87	Section 87 - Initial text - Revised text - Amendment Required	Hamza: There will always be relevant slides with these topics. Include those as well in the relevant topics/ ppts. This comment is for all topics and ppts.
2	Consultative Approach adopted for GoB CLLG Policy	>Working Groups >Sectoral Coordination Committee (SCC) Meetings > Departmental Reviews > Technical Review > Endorsement by SCC > Endorsement by the SPDC _____ > Submission for Approval by the Provincial Cabinet	
3	Community Driven Development Approach	> Community Driven Development (CDD) Approach	
4	Background of CDD and GoB CLLG Policy in Balochistan	Balochistan Rural Development Programme (2013-2016) Balochistan Rural development And Community Empowerment (BRACE) Programme	
5	Government of Balochistan Community Led Local Governance (CLLG) Policy	> Rationale > European Union (EU) Support to CDD in Pakistan > CLLG Policy: Key Features > Goals > Objectives > Principles > Stakeholders > CLLG Social Mobilization Roadmap > The CLLG Holistic Approach > Community Physical Infrastructure > CLLG Policy Framework > Regulatory Framework > Institutional Framework > Financial Framework > MEAL Framework > Capacity Building Approach > Policy Financing > Major Steps / Way Forward for Operationalization of the GoB CLLG Policy	Hamza: There are other slides in between, please insert those as well.

6	CLLG Policy Policy Implementation Manual (PIM)	<ul style="list-style-type: none"> > Policy Implementation Manual (PIM) > Chapter-1: Introduction to CLLG Policy and CLLG Policy Implementation Procedures Chapter-2: GoB CLLG Policy Framework Chapter-3: Financial Procedures for CLLG Programme Chapter-4: Institutional Set-Up to Implement GoB CLLG Development Programme Chapter-5: Guidelines for Joint District Development Committee (JDDC) Chapter-6: The Social Mobilization Roadmap Chapter-7: The Community Physical Infrastructure (CPI) under CLLG Programme Chapter-8: Guidelines for CLLG Holistic Socio-Economic & Poverty Alleviation Interventions Chapter-9: The Project Cycle Management Chapter-10: The Sustainable Capacity Development Approach of CLLG Policy & Programme Chapter-11: Monitoring, Evaluation, Accountability, Learning (MEAL) Framework Chapter 12: Cross Cutting Themes: <ul style="list-style-type: none"> 12.1. Inclusiveness in CLLG Programmes (Women, Minorities, PWD) 12.2. Environment and Climatic Changes Chapter-13: Communication and Visibility 	
7	Financial Procedures for CLLG Programme	<ul style="list-style-type: none"> Grant Management Fund Flow Accounts CI Procurement Procedures Tax on CI Projects Audit of the CI Projects 	
8	CLLG Social Mobilization Roadmap	<ul style="list-style-type: none"> The three Tier Social Mobilization approach Poverty Score Card Survey Bottom up planning UCDP authentication and entry in GOB CLLG MIS 	Hamza: As I said before, please include the all relevant slides in between in this PPT on SM Road map.
9	The CLLG Policy Holistic Approach	<ul style="list-style-type: none"> Community Mobilization Interventions for Economic Uplift: Community Investment Funds: Income Generation Grant Community Physical Infrastructure TVET ALNS etc. Project Prioritization under each of the above socioeconomic interventions. 	
10	Community Physical Infrastructure under CLLG Programs	<ul style="list-style-type: none"> Why CPI under GOB CLLG Program Key Features of the GOB CLLG Projects The guidelines The Project Cycle Management Project Prioritization under CPI Component 	
11	CLLG Policy Framework	<ul style="list-style-type: none"> > Regulatory Framework > Institutional Framework > Financial Framework 	

		<ul style="list-style-type: none"> > MEAL Framework > Capacity Building Approach 	
12	Regulatory Framework	<p>CLLG Policy Investment Prioritization Model Details Diagram Updates</p>	You will see PPT on this the PPTs. I shared. Also, ask Tariq for the recent ones. I have told him.
13	CLLG Financial Framework	<p>Grant Management Fund Flow Accounts CI Procurement Procedures Tax on CI Projects Audit of the CI Projects</p>	
14	CLLG Institutional Framework	<p>Policy Coordination and Review Committee (PCRC) Policy Implementation Unit (PIU) Joint District Development Committee (JDDC) District Implementation Unit (DIU) Community as Institutions</p>	
15	CLLG MEAL Framework	<p><u>Monitoring Evaluation Accountability Learning (MEAL) Framework:</u> <u>Monitoring Evaluation</u> Progress monitoring and reporting Baseline, Annual assessments Research Studies, External Evaluations, Policy Impact Assessment etc. <u>Accountability & (transparency):</u> Grievance Redressal Mechanism, Conflict Resolution Mechanism, Whistle Blower SOPs, CLLG Policy Investment Prioritization Model (PIPM). <u>Learning:</u> Problem Driven Iterative Approach (PDIA), Knowledge Management</p>	
16	CLLG Management Information System	<p>Main Dashboard Various Modules Poverty Score Card Social Mobilization Micro Investment Plans UC/MC DPs Capacity Building Monitoring and Reporting Cross cutting Themes Climatic Changes and Environment Inclusivity and Gender Communication and Visibility CPI CIF IGG TVET ALNS MHI Others</p>	

:

17	CLLG Capacity Building Approach	GoB CLLG CB Strategy CB Roadmap CB Approach: Capacity Needs Assessment BRDA CLLG Policy/Programme Stakeholders Provincial Officials District officials GoB CLLG Training Curriculum Modules BRDA; Linchpin in CLLG CB Formal Trainings OJTA	
18	GoB CLLG Comination and Visibility	GoB CLLG Policy Communication and Visibility Strategy Action plan	

Timeline CLLG Consultation Process through;

Timeline CLLG Consultation Process

Working Groups



1. Legal & Policy Framework
2. Public Finance Management
3. Institutionalization of CIs
4. Capacity Building / BRDA

Sectoral Coordination Meetings



1. 07 Meetings
2. Deliberations
3. Revisions
4. Endorsement

Broad Based Policy Review



1. Inputs from District Stakeholders
2. Provincial Dept
 - 2.1. P&D
 - 2.2. Finance
 - 2.3. Social Welfare
 - 2.4. Women Dev.
3. BRACE IPs
 - 3.1. RSPN
 - 3.2. BRSP
 - 3.3. NRSP

Technical Reviews



1. PFM
2. SM & Livelihood Approaches
3. CI Registration & Bank Accounts
4. Inclusiveness Expert (Gender, Minorities, Transgender, PWSN)
- Local 5. Government/Governance Expert

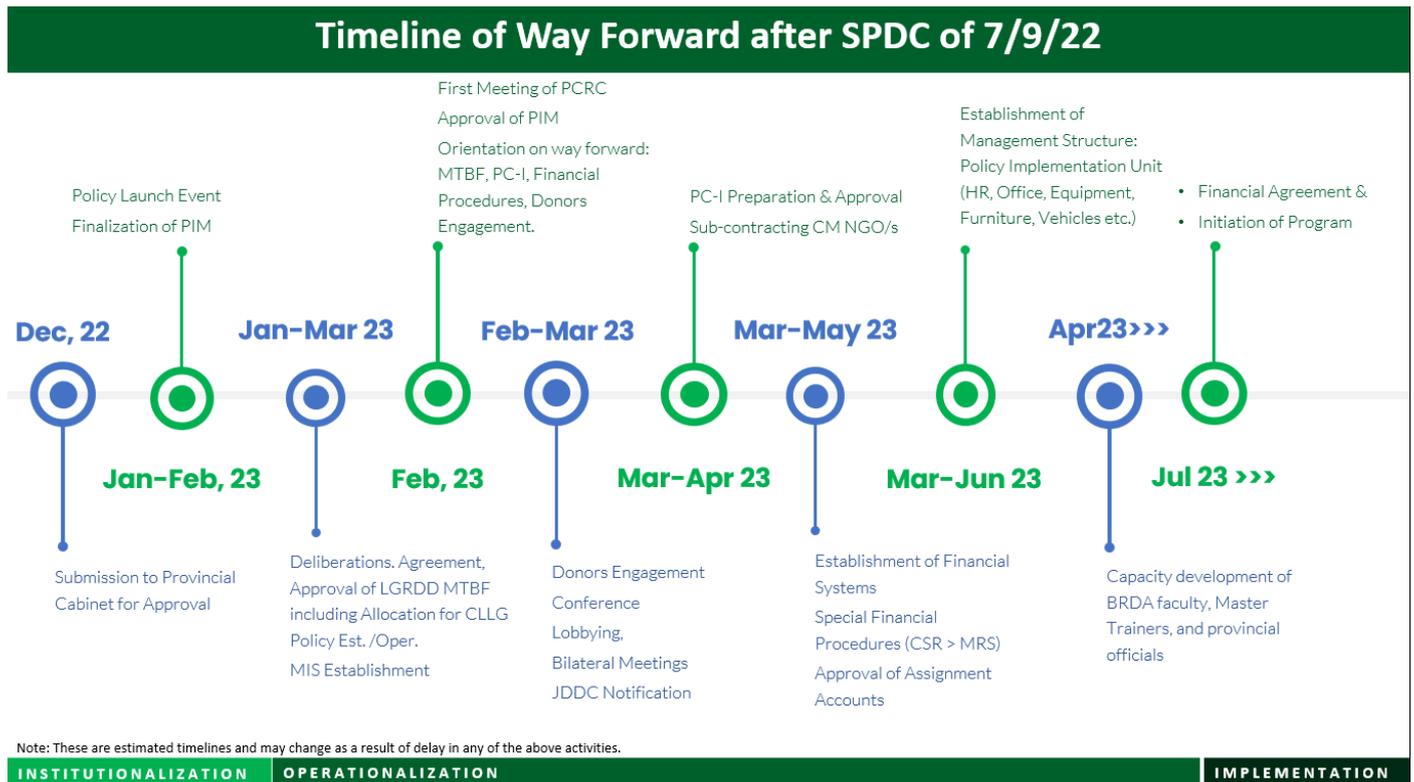
SPDC Submission



1. Submission
2. Briefing & Discussions
3. Endorsement

- A multi stakeholder, multi stage, broad based consultations and deliberations were carried out to device a governance framework that learns from the past
- Initially 4 working groups and a Sectoral Coordination Committee (SCC) were notified having membership from the most relevant departments, partners, and stakeholders
- The 4 working groups provided inputs to the four major areas (legal, financial, institutional, capacity building) of the CLLG Policy.
- The draft CLLG Policy and initial implementation arrangements as part of the Policy Implementation Manual (PIM) were presented in the SCC meetings chaired by the Secretary LGRDD.
- Exhaustive discussions were held and valuable inputs were provided by the SCC in the CLLG Policy and PIM, which were integrated in the Policy draft.
- The draft CLLG Policy was sent to key departments and stakeholders for their inputs. The Policy draft was adjusted to accommodate the valid suggestion from various depts/ stakeholders.
- The SCC chaired by the Secretary LGRDD finalized and endorsed the CLLG Policy for submission to the SPDC.
- The SPDC endorsed the CLLG Policy in its 6th meetings held on 7 Sep 2022.

Timeline of Way forward after SPDC of 7/9/22



- The Policy will be submitted to the provincial cabinet late Nov/early Dec, 22. The approval process is expected to take at least a month, if all goes smooth
- After the approval, a launch event will be conducted in January, 23 where donors/development partners will also be invited.
- Policy Implementation Manual (PIM) will be finalized in Feb, 23.
- In the meantime, deliberations will be held among LGRDD, P&D, FD on the LGRDD MTBF including Allocation for CLLG Policy Establishment and Operationalization (Jan-Mar).
- First meeting of the PCRC late Feb 23, where the Policy Implementation Manual will be approved and PCRC will be oriented on way forward and its endorsement will be garnered for initiation of the Policy establishment related actions (MTBF, Donors Engagement, PC-I, Financial Procedures).
- PIM will be notified. Soon after JDDCs will be notified in Mar, 23.
- Donor's conference, advocacy, bilateral meetings will be held to fetch funds from potential development partners in Feb-Mar, 23.
- TORs for MIS Firm, contracting, development and operationalization of MIS will take place from Feb-Jun, 23
- PC-I will be prepared in Mar-May, which will cover the management cost of Policy Implementation Unit and associated costs.
- TORs, contracting document/ tender processing of Community Mobilization NGO/s will be held between Mar-Apr, 23.
- Special financial procedures will be approved including alternative solution of CSR for CI projects. Assignment accounts will be opened between Mar-May.
- Establishment of the PIU including HR, equipment, office, furniture, vehicle will be done in Mar-Jun.
- Capacity building of BRDA, faculty members, master trainers, and provincial government officials will be held from Apr, 23.
- Financing agreement with donors/ implementation partners and implementation of the CLLG Programme is

Annex 4

Miscellaneous Comments on CLLG Policy by RSPs, and others)

(a) in E-mails

(b) Annotated Comments on Draft CLLG Policy

(c) Minutes (RSPN-meeting) (--/--/22)

and Their Responses by LGRDD

Comments from Miscellaneous Stakeholders on the CLLG Policy and TA Responses on Accommodation in CLLG Policy

SN	Comment /Lessons Learned	Source	Accommodation in the CLLG Policy	Remarks
1	The population in the rural areas of Balochistan province is scattered, and therefore 3-tiered mobilizations may not be the right approach.	BRSP- SCC Meeting	The 3-tiered mobilization approach covers a) Fostering Community Organisations (COs) at HH/Neighborhood Muhalla level, b) Federating COs into Village Organisations (VOs) at village level and then, c) Federating VOs into Local Support Organisations (LSOs) at Union Council (UC) level. In scattered populated rural areas, only a 2-tiered (VO and LSO) approach may be adopted.	The key-issue for a GoB CLLG Policy is the need to sub-contract a Social Mobilization NGO that has roots in the target area and is able to decide on the appropriate level of target area penetration.
2	There are inconsistencies in the JDDC composition, TORs, and authority by whom the JDDCs were notified.	EMM Report	Different JDDC ToR were issued by different authorities (Secretary LGRDD, various Deputy Commissioners, Divisional Director Local Government). The BRACE TA streamlined these ToR and standardized the composition, and the TOR guidelines, in accordance with CLLG Policy procedures. The new JDDC ToR streamlined the operations of the JDDC Members, and the JDDC Guidelines aim to streamline the implementation of the CLLG Policy and reforms at district and sub-district levels.	The JDDC ToR specifically guide: <ol style="list-style-type: none"> 1. Community Leadership actions in the district forum by recognizing the CIs' status, and reporting on CI project progress, and challenges faced. 2. The role of the Line Departments and how Depts can share updates on Line Dept projects for the current FY. 3. How the JDDC Chair and Members can systematically identify opportunities for collaboration and complementarities between top-down (Line Dept) and bottom up (CI) local development investments. 4. How the JDDC Meetings Minutes are recorded, and how decisions can be followed up to ensure implementation.
3	The allocation of PSDP resources for infrastructure is done at the provincial level, and bottom-up planning and resource allocation through district plans is not permitted under the established system.	Citizen State Engagement Study Section 6.4 (118)	The BRACE-TA DDSP Assignment took as starting point the development of guidelines that are to trigger synergy and complementarity of (bottom-up) CI local development interventions, with (top-down) Line Department local development investments, realizing that the JDCC cannot intervene in LD Budget Mandates. Subsequently, the DDSP assignment aims to convince the LDs to use their discretionary powers to allocate or design local development investments that are better aligned with CI bottom-up investments, and is possible this could then become the first step towards bottom-up District Development plans.	The DDSP assignment will <ol style="list-style-type: none"> 1. Create synergies b/w bottom up & top-down planning. 2. Facilitated in the Development of the bottom-up District Development Plans

SN	Comment /Lessons Learned	Source	Accommodation in the CLLG Policy	Remarks
4	The RSPs should invest in increasing the number and enhancing the capacities of LSOs such as those identified in this assessment, who can successfully establish linkages with elected representatives leading to infrastructure development through the PSDP.	Citizen State Engagement Study Section.6.4 (119)	CLLG Policy aims to engage the wider group of District stakeholders; LDs, CIs, CM NGOs, MPAs and the Private Sector. LSOs' district and tehsil leadership are to be strengthened to enable them to effectively engage with provincial and national parliamentarians, under the CLLG Programmes.	The engagement of community activists & Elected Representatives will support to: <ol style="list-style-type: none"> 1. reduce the trust gape b/t communities and Elected representatives. 2. Encourage the CIs to participate in local development
5	The government should institutionalise line departments' cooperation with organised communities for all such activities in which community involvement could generate mutually-beneficial results for the state and the citizens. The most feasible way of moving ahead with this is through executive orders, according to the Deputy Secretary, LG&RDD, who is the BRACE focal person in the Government of Balochistan.	Citizen State Engagement Study Section.6.4 (119)	JDDCs will be notified by Secretary Planning & Development Department conditional upon the approval of the CLLG Policy by the provincial Cabinet.	The Streamlined JDDCs will guide and may even institutionalize line departments' cooperation with organized communities and seek LD-CIs collaboration in hard and soft local development investments, including the following: <ol style="list-style-type: none"> 1. The CI bottom-up plans and LD ADP funds and projects are currently not discussed at District level and in JDDCs, and synergy opportunities are not pursued . The CLLG Policy streamlines JDDC operations encouraging LDs to share their resources and progress in the JDDC. Similarly, CI/NGOs will also share their progress in the JDCC coordination platform. The Chairman District LSO Network is a member of JDDC. This will open many avenues for synergy and collaboration. Community needs are to be addressed through ADP projects and by CI/NGOs projects. The Chairperson JDDC (Chairman District Council) and the DC are to continuously seek more funds for those projects that better address Community needs. 2. Under the streamlined JDDC, the GoB LD will build on capacitated empowered CIs thereby (a) increasing the effectiveness, quality, and outreach of LD interventions and (b) mofre directly address community needs though ADP projects that are implemented in a UC.

SN	Comment /Lessons Learned	Source	Accommodation in the CLLG Policy	Remarks
6	The engagement of Local Councils could be improved.	The DDSP Assignment Report	The JDDC ToR/Guidelines specifically regulate (1) how JDDC Chairperson and UC Secretary are to facilitate local development planning and investments as identified through CI/bottom-up planning process, and (2) seek to connect these CI Bottom-up investments with top-down broader Line Dept development investments and connect with the (recently 2022) re-elected Local Councils.	The JDDC Guidelines also specify how the UC should include in the planning and review an inventory of the (CI) projects that are completed and then related to their mandate, ensure and support to CIs for Operation and Maintenance (O&M).
7	The main results data on MIS should be public and accessible to all users, including government officials and donors.	EMM Final Report	The CLLG MIS is to be developed to provide access privileges to CLLG stakeholders as per their information needs, including communities for the sake of progress monitoring and increased accountability.	Stakeholders will be categorized on the basis of (1) their mandate/role, and (2) on the basis of the information required to play that role.
8	The MIS system should be flexible to generate different reports and analyses instead of pre-defined reports.	EMM Final Report	Various regular reports based on specific-audience info-needs will be integrated into the CLLG MIS, with provisions for generating various kinds of reports as and when required.	The CLLG MIS/M&E System will be contracted out to a reputed IT/MIS contractor.
9	Active participation of all vulnerable groups in decision-making, particularly in the prioritization of the CPI schemes, and allocation of other Community Mobilization support, like TVET or CIF or or IGG, has to be ensured	EMM Final Report	The CLLG Policy aims to provide the full holistic-range of CM support interventions, and aims to reserve/allocate exclusive budgets for women, minorities, PWD, transgender, and other disadvantaged segments of society, to ensure inclusivity.	The CLLG PIM will use CM Investment Prioritization criteria/indicators which will be applied as part of an algorithm and computer-application that will ensure, that higher scores/ weightage and priority is given to CM interventions that benefit more, the underprivileged.
10	All BRACE program CPI schemes must be designed according to engineering standards. Structural designing of additional room(s) in a school building needs to be done correctly to keep the structure safe from seismic and wind effects	EMM Final Report	CPI schemes identified and implemented under the GoB CLLG Policy have to follow GoB rules and compliance with the Building Code of Pakistan (BCP-2021).	Further engineering guidelines will be developed to ensure safety from seismic effects.

SN	Comment /Lessons Learned	Source	Accommodation in the CLLG Policy	Remarks
11	In most drinking water supply schemes, the water storage tanks and the sources are protected. However, the communities have insufficient awareness of the safe storage and handling of drinking and cooking water at the household level.	EMM Final Report	The following measures in the CLLG PIM guidelines are to ensure efficient and safe water supply schemes: <ol style="list-style-type: none"> 1. Educating communities during CAT sessions. 2. Water Quality Tests are compulsory to ensure at least minimum water quality standards. 3. In cases the water cannot be tested, it should not be called a drinking water supply scheme, and a board should be displayed at the project site to aware the communities that this water can be used for other purposes but is not safe for drinking. 4. Electrical Resistivity Tomography (ERT) Test is compulsory to find out the presence of groundwater. 	These and further guidelines for CPIs will be developed separately.
12	In KP, the district administration implemented the program under the CDLD Policy. However, at the provincial level, it was housed in the LGRDD.	KP-CDLD MTR	In Balochistan, the GoB CLLG Policy is to be housed in LGRDD at the provincial and district levels (1) to ensure that linkage between mobilized CIs and Local Councils is not lost, because this linkage is the key to sustainable mobilized empowered Communities, (2) to ensure that the holistic portfolio of CM interventions, which covers all sectors and consist of bottom-up (micro) CLLG investments, are not crowded-out by the bigger GoB Line department local development ADP schemes, which would happen if the PDD would become the parent department of the CLLG Portfolio of CM Investments, and (3) to develop the rural and urban areas at UC/MC level, through community engagement, which is the mandate of LGRDD	In the WG.SCC discussions on the GoB CLLG Policy, the P&D was suggested as the parent Department, assuming that there is a district (development planning) administration, to oversee the implementation of CLLG CI Bottom-up local development investments, but while the P&DD and FD are provincial level planning, administrative, and financing departments they have limited implementation roles. In KP this understanding was reached, when at first in the design stage of the KP CLLD programme, it was vested in the FD, but then relocated to the LGRD
13	Similarly, in KP CDLD, the Programme was limited to CPIs only.	KP-CDLD	The GoB-CLLG Policy aims to continue the BRACE complete package of CM interventions, including CPI, CIF, IGG, TVET, ALNS, and MHI, as it is the combination of these CM investments that (1) will be able to respond to a community identified needs, and (2) once institutionalized, it will result in a tangible impact in the improvement of local level services delivery, as well as poverty alleviating of the targeted beneficiaries.	In KP, the original goal of the CLLD programme was to reduce the trust-deficit between the state and citizens, resulting from floods damage and insurrection, by improving access to and quality of public services provided to Communities by the KP Government, through CPIs. Under the GoB CLLG Policy holistic approach, we also seek improved service delivery, but it is complemented by the interventions for poverty-reduction and economic uplift, aiming to respond to all needs as identified by a community, hence the holistic portfolio of CM interventions is covered under CLLG.

SN	Comment /Lessons Learned	Source	Accommodation in the CLLG Policy	Remarks
14	“90% of community demands were covered by DWSS, while protection walls and sanitation were found second and third, respectively”.	CPI under the BRACE (BRSP)	The GoB CLLG Policy respects the priority needs as identified by a mobilized Community, and if these needs show a pattern that favors DWSS, then these will be considered and this will become transparently clear when the CLLG PIM procedures, and CLLG-MIS, apply the required prioritization indicators resulting in a transparent verifiable scoring and ranking of the community prioritized needs.	The GoB CLLG Prioritizations Model has been tested using actual past BRACE Data. This test showed (1) the Prioritization Model is fully aligned with the CLLG Policy Criteria as specified in the PIM, and (2) the GoB CLLG Prioritization Model will result in stronger compliance with the agreed prioritization criteria/guidelines of BRACE and the CLLG PIM
15	CIF recovery has become an issue when there is simultaneous provision of IGG and CIF.	BRACE IPs feedback	IGG and CIF are both be awarded to poor households, however with different poverty bands. This segregation will ensure no confusion in the award and recovery CIF. The IGG and CIF can be awarded simultaneously, but the recipients need to be clearly differentiated, and if there is a graduation principle, then this needs to be worked out, however one needs to prevent that one HH/beneficiary receives unfairly both types of investments.	If the issue is that the beneficiaries who received CIF do not pay back their loan because they compare themselves with the beneficiary who received IGG, who is not supposed to pay back, then this issue needs to be clearly explained prior to issuing the CIF. Community social control is the instrument to be used in CM processes.
16	There are specific gaps and limitations in the existing PSC indicators and bands that do not match the ground realities and need to be reviewed.	BRACE IPs	The CLLG PIM will start with the current set of rules, based on the proven effective BRACE practices. The gaps in the PSC indicators and the poverty bands are now widely recognized. Therefore, CLLG Programme will find ways and means to revise the PSC indicators, bands and guidelines and conduct a fresh survey before other interventions are to be implemented.	The CLLG Policy will establish a provincial Supervision/Policy unit that will review, with RPs and other CM NGOs, how to improve PSC. The CLLG Policy will include budgets for (*district) surveys, and deploy technical experts to improve and update PIM Guidelines. PCRC will decide if the IPs engaged for SM will conduct the PSC survey or this survey will be outsourced to government department or non-government entity.
17	While assessing household status based on PSC, the households beyond PSC defined range (0-23) should be re-evaluated on-ground.	BRACE IPs	The CLLG PIM will start with the current set of rules, based on the proven effective BRACE practices. The CLLG Policy and the PIM, will be adjusted when new lesson-are learned on most suitable poverty assessment data sources of criteria, and this will then result in CLLG Policy adjustment (if required) and/or in new PIM procedures.	The CLLG Policy will establish a provincial Supervision/Policy unit with experts to review, with RPs and other CM NGOs, how to improve selection of reliable data sources and indicators, to make the best poverty-assessment of beneficiary target groups.
18	In JDDCs, community needs must be incorporated into government planning to tackle communal priorities and challenges.		The CLLG Policy operates at provincial level, and includes the JDDC (ToR) Instrument which is operated at District level. The JDDC guidelines regulate how through the JDDC forum (1) The community needs can be aligned (for synergy) with other LD local development investments and (2) can be incorporated into government (district) planning to tackle local development priorities and challenges in a more systemic manner, and the TA DDSP provided an initial set of District Development	The GoB Community-Led Local Governance (CLLG) Policy provides the Policy and regulatory governance framework and institutionally recognizes community engagement in the local development process. The CLLG Development Programmes are to be implemented under the GoB CLLG Policy, and are to have their own funds from both GoB and donors. The CLLG Development programme will be a major

SN	Comment /Lessons Learned	Source	Accommodation in the CLLG Policy	Remarks
			Strategy & Planning (DDSP) Guidelines, that were to be incorporated into the JDDC forum meetings	<p>input in a District Development Plan, and will be implemented through the JDDC.</p> <p>The CI bottom-up plans and Line Department ADP funds and local development projects are currently not discussed in the JDDC. The CLLG Policy streamlined JDDC ToR and formulated guidelines for LDs to share their resources and progress in JDDC Forum. Similarly, CI/RSP/NGOs are to share their progress in the JDDC coordination platform. The President of the District LSO Network is a member of JDDC. This will open many avenues for collaboration between bottom-up and the top-down local development investments. Some community needs can be addressed through ADP schemes, other community needs will be addressed by CI/NGO/CLLG Development Projects. Chairperson JDDC (Chairman District Council) and the Dep. Comm will continuously try to find funds to meet these CI needs.</p>
19	Under Micro Health Insurance (MHI), the claims of the communities are high, while the ceiling of the private vendors is low.	BRACE IPs	Lahore MERG Workshop's participants suggested that instead of private hospitals, government health institutions should be considered for MHI regarding deliveries and maternity care. The ceiling of the private vendors may be increased.	The Government Sehat Card Program shall be studied to see if it has better solutions. The CLLG PIM is to consider and include these options.
20	Sharing of ideas, knowledge management, reflections and consolidation of lessons learned, especially in SUCCESS and BRACE Programme were impactful.	SUCCESS, BRACE, EMM	<p>The CLLG MEAL system and C&V guidelines shall be devised, keeping the SUCCESS and BRACE best practices in mind. MEAL and C&V teams under CLLG Program shall work together on sharing learnings, knowledge produced, and lessons learned through various tools and media according to the audience. Based on feedback from the field and lessons learned, the CLLG Policy Implementation Procedures will be reviewed biennially through a consultative process.</p> <p>The CLLG has a unique action research window, which is based on Problem Driven Iterative adoption (PDIA) approach. This approach allows for experimentation and learning by doing. Communities and Government district stakeholders will improve their capacity while solving complex problems in the field. This learning will also be recorded for onward sharing.</p>	

:

SN	Comment /Lessons Learned	Source	Accommodation in the CLLG Policy	Remarks
			In CLLG-MIS, a module shall be developed to capture successes and lessons learned to refine the CLLG Policy and procedures.	



"Our Faith Corruption Free Pakistan"
No.2-1032/2020(BLGB) A.O(B&A)/ 14187.
GOVERNMENT OF BALOCHISTAN
LOCAL GOVERNMENT RURAL DEVELOPMENT
AND AGROVILLES DEPARTMENT
(Balochistan Local Government Board)

Dated: Quetta, 29th November 2022

To

The Chief Executive Officer,
Rural Support Programme Network (RSPN), Islamabad

Subject: **FINAL REVIEW OF THE GOB COMMUNITY-LED LOCAL GOVERNANCE (CLLG) POLICY**

The undersigned is directed to refer to the subject cited above and to state that the Local Government & Rural Development Department, Government of Balochistan, in collaboration with the European Union-funded "Balochistan Rural Development and Community Empowerment Programme (BRACE) Technical Assistance (TA) team is finalizing the Community-Led Local Governance (CLLG) Policy. CLLG Policy is an innovative governance framework that encourages possible linkages and complementarities between top-down investments of the Government and bottom-up initiatives of organized communities through a variety of interventions. The CLLG Policy will enable organized communities to access public funds and technical assistance for improving the quality of and access to frontline public services and alleviating poverty at the household level in line with the objectives of the BRACE Programme.

2. The GoB Community Led Local Governance (CLLG) Policy is informed by previous donor experiences, especially the European Union (EU)-funded community mobilization programmes, experiences and lessons learned gleaned from Pakistan's other Provinces' community-led local-development policies and community-led rural development Programmes, and most importantly, on an understanding of Balochistan's institutional, socio-economic and political context.

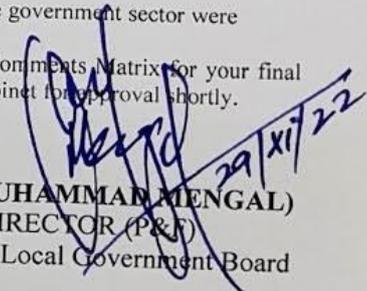
3. A multi-stakeholders consultative process was adopted to formulate the CLLG Policy. Consultations and deliberations were held in Working Groups, Sectoral Coordination Committee (SCC) meetings, technical reviews and bilateral deliberations with the relevant departments and subject experts. As part of this Policy review process, RSPN also shared their valuable final comments. As a result of this exhaustive consultative process, the refined draft of the CLLG Policy was endorsed by the 6th meeting of the Strategic Policy Dialogue Committee (SPDC) Committee, on 7 September 2022 under the Chair of the Additional Chief Secretary (Dev). During the meeting, the Chair directed any remaining comments of the stakeholders including the relevant departments and the RSPN may be finally reviewed and addressed before the Policy is submitted for the approval of the competent authority.

4. Accordingly, the relevant departments and the RSPs commented and contributed to the various drafts of the CLLG Policy and the proposed CLLG PIM Procedures, with the participation of BRSP/NRSP in the Quetta-based WG/SCC meeting and RSPN being consulted in separate meetings in Quetta and Islamabad, to bring the BRACE approach ON_BUDGET. The RSPN comments were especially relevant and considered, as the RSPN BRACE mandate is also to review the options for a GoB-led BRACE-II, and thorough reviews addressed the following topics in particular:

- Comments related to detailed procedures needed for implementation are being worked out in the CLLG Policy Implementation Procedures
- Relevant recommendations were incorporated in the revised and updated draft
- Comments that could render the policy's effectiveness applicable to the government sector were excluded with justification.

Details of the RSPN's comments and relevant responses have been captured in the enclosed Comments Matrix for your final review. The updated and refined draft of the CLLG Policy will be submitted to the Provincial Cabinet for approval shortly.

5. We thank you for your valuable input and continued support.


(GUL MUHAMMAD MENGAL)
DIRECTOR (P&D)
Balochistan Local Government Board

Enclosed: Comments Matrix

Copy forwarded to the:

- Team Leader BRACE TA Team
- EUD/Development Advisor, Islamabad
- PS to Secretary, LG&RDD for information
- The Chief Executive Officer, National Rural Support Programme (NRSP), Islamabad
- The Chief Executive Officer, Balochistan Rural Support Programme (BRSP), Quetta

COMMENTS BY RSPN ON CLLG POLICY, & RESPONSES BY LGRDD

Comments on the CLLG Policy Draft text

	Original Para and Comments	Responses by LGRDD/TA	Key Point/s, Action Taken, Remarks
1	<p>1.4.2 The GoB Fiscal Framework</p> <p>Original Para: To smoothly implement this range of community mobilization interventions under the CLLG Policy, changes may be required to the relevant GoB financial rules. Based on capacity assessments, the provision of these holistic community mobilization interventions may be outsourced to a third party and under the CLLG Policy implementation arrangements, that be drawn up and notified by the relevant competent authorities, to specify the sub-contract modalities, conditions and award criteria, which will be by GoB relevant rules.</p> <p>Comment: Can funds not be put at the disposal of DCs, overseen by relevant committees at that level which also have political representation? RSPN TA Minutes of the 8 July 2022 meeting discuss this idea.</p>	<p>This is exactly how the project approval process is planned in the CLLG Policy Implementation Manual (PIM)⁷ Procedures. The Dep Comm will sign off on the projects after approval by the JDDC, chaired by the Chairman District Council.</p>	<p>This is exactly how the project approval process is planned in the Policy Implementation Procedures.</p> <p>No action is required.</p>
2	<p>1.4.5 Capacity-building to Implement the CLLG Policy</p> <p>Original Para: To implement a CLLG Policy and establish efficient and effective CLLG development programmes implementation systems, there is a need to build capacity and strengthen all entities involved in the CLLG development programmes, and the delivery of community mobilization and community empowerment (CM/CE) processes, which require specific expertise. The GoB CLLG Programmes may draw on third-party contractors that have proven effective and extensive experience and a track record as a reputed community mobilization NGO.</p> <p>To institutionalize the community mobilization/ community engagement (CM/CE) approaches into the GoB systems, the GoB will also develop and mobilize the Balochistan Rural Development Academy (BRDA), to play a key role in designing and providing capacity-building for empowering the concerned provincial and district officials and respective management and implementation entities, to develop a better understanding and become more responsive to community priority needs, and to be able to coordinate and align local</p>	<p>GoB may collaborate with potential NGOs for different program areas for example the Government may face capacity constraints (at least in the first phase) to implement programs/projects at the field level under the CLLG Policy.</p>	<p>CLLG Policy encourages partnerships and collaborations for various program areas. GoB may think of various options including this one, according to government procedures.</p> <p>This comment may be incorporated as part of the TORs for the field implementation partner.</p>

⁷ The BRACE TA team is working closely with LGRDD, GOB to develop the detailed procedures for the CLLG Policy titled 'CLLG Policy Implementation Manual'. The document is in draft shape and will be presented in the first meeting of the Policy Coordination and Review Committee (PCRC).

	Original Para and Comments	Responses by LGRDD/TA	Key Point/s, Action Taken, Remarks		
	<p>government development plans, with the community institutions' local development plans, and the GoB Community-Led Local Governance (CLLG) development programmes. The BRDA will also facilitate and streamline the capacity to register the CIs and to mobilize, and empower the community institutions and local bodies/community representatives, at district/UC and village levels, in particular, to articulate and prioritize their CI needs, develop proposals for increased public service delivery, perform their roles in the GoB CLLG development programmes, to implement the CLLG Policy socio-economic agenda of community mobilization interventions; social mobilization, income generating grants (IGG), community investment fund (CIF), technical and vocational training (TVET), community physical infrastructure (CPI) schemes, and any other mandated community mobilization activity under the CLLG Policy.</p> <p>Comment: RSPN and RSPs can partner with BRDA to provide resource persons and field exposure - to show HOW poverty-targeted social mobilisation of women and men works and its links with GOB.</p>				
3	<p>2.1.2.2 Policy Financing, Fund Flow and Accounting Procedures</p> <p>Original Para: In case of field implementation by an implementation partner, IP shall also submit its quarterly financial plan aligned with the quarterly Workplan to DIU. DIU will compile and send one fund request attached with the quarterly district financial plan and quarterly district Workplan to PIU for further compilation and onward submission to Finance Department. Funds to the respective IP shall be sanctioned/released by the respective ADLGs, through the DAOs and fulfilment of the requirements as per GoB financial rules and CLLG Policy implementation procedures. The DAO will ensure pre-audit requirements, and funds are available in the relevant head, and update expenditure records in the system.</p> <p>Comment: This is too complicated. Why can we not put a fund at the disposal of the DC through which he can approve funds for UCDPs?</p>	<p>CLLG is a GoB Policy, which has to comply with government procedures. However, the DC still signs off projects after approval by the JDDC, as cited above.</p> <p>No department/ stakeholder has to go through the entire process. This para explains the overall annual work/financial planning process.</p> <p>For example, IP submits quarterly release request with an (annual) work plan and get the funds. That's it. The rest of the process is not for IP.</p>	<p>Fund flow is according to General Financial Rules and GoB PFM Act. Procedural issue and no change required in the Policy document.</p>		
4	<p>2.1.2.2.1 Timelines for fund transfer/release:</p> <p>Original Para:</p> <table border="0"> <tr> <td>1. Release/sanction of funds by FD to districts</td> <td>Within five working days of the receipt of the fund's request</td> </tr> </table>	1. Release/sanction of funds by FD to districts	Within five working days of the receipt of the fund's request	<p>A comprehensive institutional structure is part of the Policy which shall ensure the smooth implementation of the programs under the CLLG</p>	<p>Managing these kinds of constraints is part of the TORs of the Policy Implementation Unit. Deputy</p>
1. Release/sanction of funds by FD to districts	Within five working days of the receipt of the fund's request				

	Original Para and Comments	Responses by LGRDD/TA	Key Point/s, Action Taken, Remarks
	<p>2. Release/sanction of funds by ADLGs</p> <p>3. Transfer of funds through direct credit to the bank accounts of IP/ CIs</p> <p>Comment: Can we suggest a recourse if there are delays?</p>	<p>Policy. A high-level Policy Coordination and Review Committee (PCRC), chaired by the Additional Chief Secretary at the provincial level and a Joint District Development Committee (JDDC) chaired by the Chairman District Council at the district level ensure smooth implementation of the CLLG Programs by handling such hindrances.</p>	<p>Commissioner will ensure smooth fund flow at the district level and will take up any delay in the release of funds with PIU.</p> <p>Any bigger constraints will be reported to Secretary LGRDD and ACS as Chair of the Policy Coordination and Review Committee (PCRC)</p> <p>No action is required.</p>
5	<p>2.1.2.3 The Holistic Package of Community Mobilization</p> <p>Original Para: The CLLG Policy regulates the provision of a Holistic package of multiple community mobilization support interventions for the registered Community Institutions and their households, aiming at sustained poverty reduction of the targeted beneficiaries, households and the community as a whole. The range of Holistic community mobilization interventions includes social mobilization, community physical infrastructures (CPI), income-generating grants (IGG), community investment funds (CIF), micro health insurance (MHI), adult literacy centres and other interventions as decided by the Policy Coordination and Review Committee (PCRC).</p> <p>Comment: This takes out almost all women's CIs ?? The BCRRA head has been very helpful and flexible in assisting LSOs to register but, according to him, this flexibility is no longer available.</p>	<p>The registration of CIs was discussed multiple times in the Sectoral Coordination Committee (SCC) meetings. On the suggestion of BRDA, it was agreed that registration with BCRRA will not be required for VO and COs. Only LSO will register with BCRRA. COs and VOs will apply for projects under their respective LSOs. A similar approach can be adopted for women CIs.</p> <p>This issue was again discussed with BCRRA recently. They assured every possible support and flexibility for all CIs. They established special desks at the district level to facilitate CIs on regular basis.</p>	<p>The issue was discussed on multiple lines with BCRRA. They informed me that BCRRA established special desks at the district level to facilitate CIs on regular basis. BCRRA assured every possible support and flexibility for all CIs in future as well.</p> <p>No action is required in the Policy document.</p>
6	<p>2.1.2.3 The Holistic Package of Community Mobilization</p> <p>Original Para: Community-led local governance refers to a local governance system that engages (a) all local government authorities (Deputy Commissioners, Line Departments, (b) the local bodies/councillors and</p>	<p>The CLLG Policy provides a broader framework and enlists all district stakeholders. How the Line Departments and CIs</p>	<p>Complementarities between LDs and CIs are explained in two chapters of the CLLG Policy</p>

	Original Para and Comments	Responses by LGRDD/TA	Key Point/s, Action Taken, Remarks
	<p>MPAs), (c) the mobilized and empowered community institutions, the CBOs, NGOs, RSPs, the citizens, and (d) the business community/private sector. The rationale is that innovative village-level community PPP-collaborative development initiatives and arrangements between private and public entities will yield more sustainable and effective public sector service delivery, and sustained reduction of poverty.</p> <p>Comment: what about the links between existing CIs and line depts? Surely those should be demonstrated and done asap. There is nothing in this document that talks about BRACE EU investments and such linkages for existing development programmes and activities of GOB.</p>	<p>collaborate is then worked out in the Policy Implementation Unit (PIM). There is an entire PIM chapter on district-level development planning that focuses on strengthening linkages between the line departments and the CIs. Also, there is a chapter on JDDC and nurturing these kinds of synergies is one major role of JDDC. Similarly, we can also see in the 'scope' of the CLLG Policy mentioning the synergies between LDs and CIs. These linkages between the LDs and CIs are one of the main features of the CLLG Policy both for existing CIs as well as for new CIs to be formed.</p>	<p>Implementation Procedures Manual (chapter 5 and chapter 6)</p> <p>No change is required in the Policy document.</p>
7	<p>2.1.2.4.1 Eligibility of Community Institutions (CIs):</p> <p>Original Para: Under the CLLG Policy community institutions (CIs) formed by the three-tier social mobilisation process³ and registered with any recognized public entity⁴ as notified by GOB or the Government of Pakistan are eligible to participate in CLLG-funded interventions. It is intended that the geographical unit of reference for such organisations will reflect all three tiers of the organisation, that is, the sub-UC level, the UC level, and the supra-UC level in rural areas and respective levels in urban areas, to deal with community issues that are representative of their respective level. The minimum eligibility criteria to participate under CLLG Policy for such organizations is:</p> <ol style="list-style-type: none"> 1. Registered with any local/nationally recognized government entity as mentioned before and participated in social mobilization programme 2. Maintained or was willing to maintain a record of assets, its books of account, and liabilities and also willing to undergo an annual audit through a government-recognized audit firm. 3. Formed or willing to form project management committees and established transparent decision support and reporting system 4. Agrees to develop plans reflecting the community's identified and prioritized needs and is 	<p>Please refer to the response against the comment under 2.1.2.3 (above).</p>	-

	Original Para and Comments	Responses by LGRDD/TA	Key Point/s, Action Taken, Remarks
	<p>willing to participate in competitive bidding for funds and is also available to generate real benefits for the community in question.</p> <p>5. Willing to present all CLLG-related financial and other relevant records to JDDC/District Administration/ Other monitoring team, whenever required</p> <p>Comment: leaves out over 90% of women's COs and VO Networks. Why is registration a criterion if there is no sub granting to CIs and if departments only work through women's community organisations - which is the most important linkage</p>		
8	<p>20.1.2.4.2 Competitive Selection of CIs Projects:</p> <p>Original Para: Only feasible projects gauged against standard criteria which can be implemented by communities in short span of time, benefitting maximum population shall be considered;</p> <p>Comment: who will update PSC? who will ensure transparency of this targeting and how?</p>	<p>Keeping in view the lessons learned from BRACE, and SUCCESS, the PSC indicators and bands need to be revised.</p> <p>However, updating PSC shall be discussed at a later stage. PCRC shall decide to keep the PSC revision/ updating with the implementation partner or outsource it to another entity.</p> <p>Transparency will be ensured through the CLLG state-of-the-art Management Information System. Every stakeholder, particularly communities will have access privilege to MIS data, according to their information needs. Also, there will be a separate module in MIS, which shall generate a UC-wise merit list for each intervention based on given indicators (based on the proven effective BRACE/RSPs model) automatically.</p>	<p>a). PCRC will decide about revision and updating PSC at later stage.</p> <p>b). Access to information on CLLG MIS to various stakeholders, especially to communities will ensure transparency.</p> <p>c). Also, there will be a separate module in MIS, which shall generate a UC-wise merit list for each intervention based on given indicators (based on the proven effective BRACE/RSPs model) automatically.</p> <p>No change is required in the Policy document.</p>
9	<p>2.1.2.4.2 Competitive Selection of CIs Projects:</p> <p>Original Para: All-inclusive community projects with consideration for gender, special people, minorities, displaced</p>		-

	Original Para and Comments	Responses by LGRDD/TA	Key Point/s, Action Taken, Remarks
	<p>persons, and other vulnerable groups will be encouraged;</p> <p>Comment: CI registration criteria leave out most women's CIs. This criterion in itself does not address gender issues.</p>	<p>Responded already. Please refer to the response against the comment under 2.1.2.3.</p>	
10	<p>2.1.2.4.2 Competitive Selection of CIs Projects:</p> <p>Original Para: The proposed community projects must lead to product or service which is assessable, relevant and affordable for target beneficiaries;</p> <p>Comment: how will this be determined?</p>	<p>A pre-feasibility assessment template/checklist will be designed with clear criteria and indicators to assess the relevancy, affordability, productivity, and sustainability of community projects. Detailed procedures will be provided in the CLLG PIM.</p>	<p>A pre-feasibility assessment template/checklist will be designed with clear criteria and indicators.</p> <p>No change is required in the Policy document.</p>
11	<p>2.1.2.4.3 Transparent Processing of Community Projects:</p> <p>Screening and Ranking by CLLG-MIS</p> <p>Original Para: After rectification and checking the completeness of the data in the bottom-up plans, each CLLG-District shall enter data into the centralized CLLG-MIS maintained at the CLLG PIU. Based on built-in criteria, after automated screening and ranking CLLG-MIS shall generate UC wise merit list of prioritized community needs. The UC-wise merit list of projects shall be prepared and submitted to concerned line departments for review. After duplication check, the respective line departments shall send back the list to DIU with their recommendations.</p> <p>Comment: This seems to refer only to schemes and not the soft linkages that CIs need to have with departments.</p>	<p>This screening and scoring process will be used for all investments. A separate set of indicators are being defined for each intervention (CIF, IGG, TVET, CPI etc.)</p> <p>The soft nature of collaboration between LDs and CIs does not require this kind of categorization process.</p>	<p>This evaluation process will be used for all investments. The soft nature of collaboration between LDs and CIs does not require this kind of categorization process.</p> <p>No change is required in the Policy document.</p>
12	<p>2.1.2.4.3 Transparent Processing of Community Projects:</p> <p>Evaluation of Community Prioritized Needs</p> <p>Original Para: The highest-ranked community priority needs will be considered for a pre-feasibility study based on available UC funds and with the prior approval of the respective line departments. After social, technical and environmental feasibility, the detailed survey of</p>	<p>A 'CLLG Investment Prioritization Model' is being designed to select the best investment proposals. This model will build on the indicators/factors considered</p>	<p>Based on the RSP's proven-effective investment prioritization practices, an investment</p>

	Original Para and Comments	Responses by LGRDD/TA	Key Point/s, Action Taken, Remarks
	<p>the project's components shall be undertaken. For community infrastructure projects, proposals shall be developed including preparation of drawing, design and detailed cost estimates. After technical review the community project proposals shall be submitted to JDDC for administrative approval. Detailed procedures for the MIS based screening and scoring system including criteria, indicators and their relevant scores to select and award the best community projects are given in the CLLG Policy Implementation Manual (PIM).</p> <p>Comment: how will this be determined?</p>	<p>in the proven-effective RSPs model to select investments.</p> <p>This prioritization model will also have a component to prioritize deserving districts for CLLG funding.</p> <p>The prioritization model will be an MIS-based algorithm that transparently allows the rating of the relevant indicators, resulting in a clear ranking of the most deserving community investment options</p>	<p>prioritization model is being worked out, which has clear criteria for identifying the best investments from among those which are listed in the UCDPs.</p> <p>No change is required in the Policy document.</p>

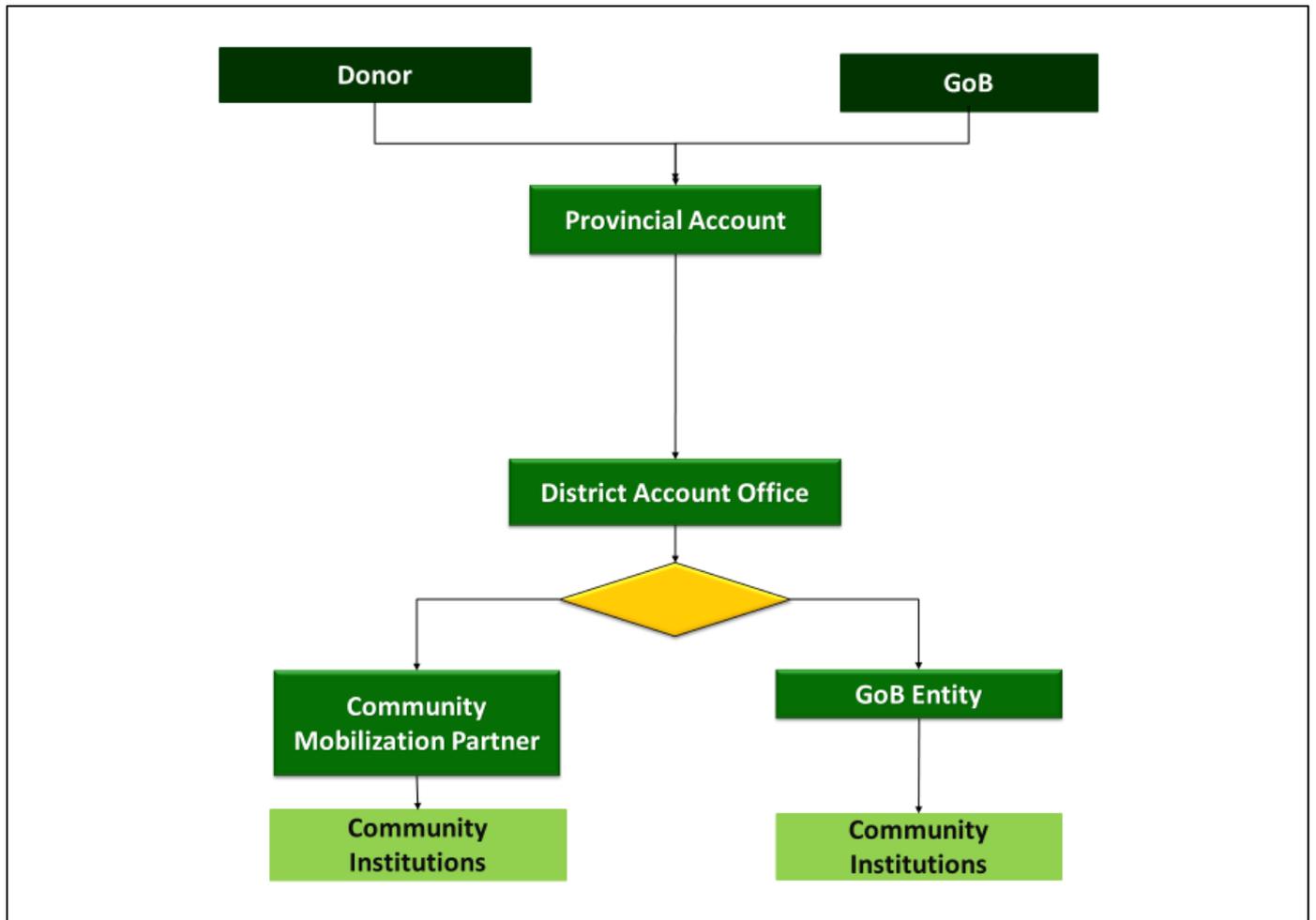
General Comments from RSPN - Shared via Email

SN	Comments	Responses	Key Point/s
13	<p>FLOW CHART THAT SHOWS HOW CI PRIORITY INVESTMENTS ARE</p> <ul style="list-style-type: none"> IDENTIFIED/PRIORITIZED FUNDED IMPLEMENTED AND MAINTAINED 	<p>Identification: Projects are identified and prioritized by communities through UCDP. MIS-based criteria are then applied to make sure the most feasible projects are identified from a UC. Criteria ensure the same BRACE/RSPs principles:</p> <ol style="list-style-type: none"> Only community-identified investments are selected Inclusiveness (Women and Girls, PWDs, Minorities) Economic Growth Climate Change Cost-effective & Time Efficient <p>Funding: Funds are released from the province to the district assignment account every quarter in advance. From the district assignment account funds are released to CIs OR IPs in advance every quarter. IP release funds to CIs in advance.</p> <p>Implemented and Maintained: Projects are implemented by CIs. Livelihood projects are implemented by LSOs/Cis. Maintenance of infrastructure projects completed within a government facility e.g., a school/ hospital will be handed over to the department and will be maintained by the Dept. Other schemes like street pavement, link road, and water</p>	<p>Investment needs are identified by qualified CIs.</p> <p>Funds are released from Finance Department to District Account Officer to Community Mobilization Partner to CIs.</p> <p>Projects will be implemented by CIs and maintained by CIs or Line Departments, depending on the nature of the project.</p> <p>Flow chart showing fund flow incorporated in the Policy Framework.</p>

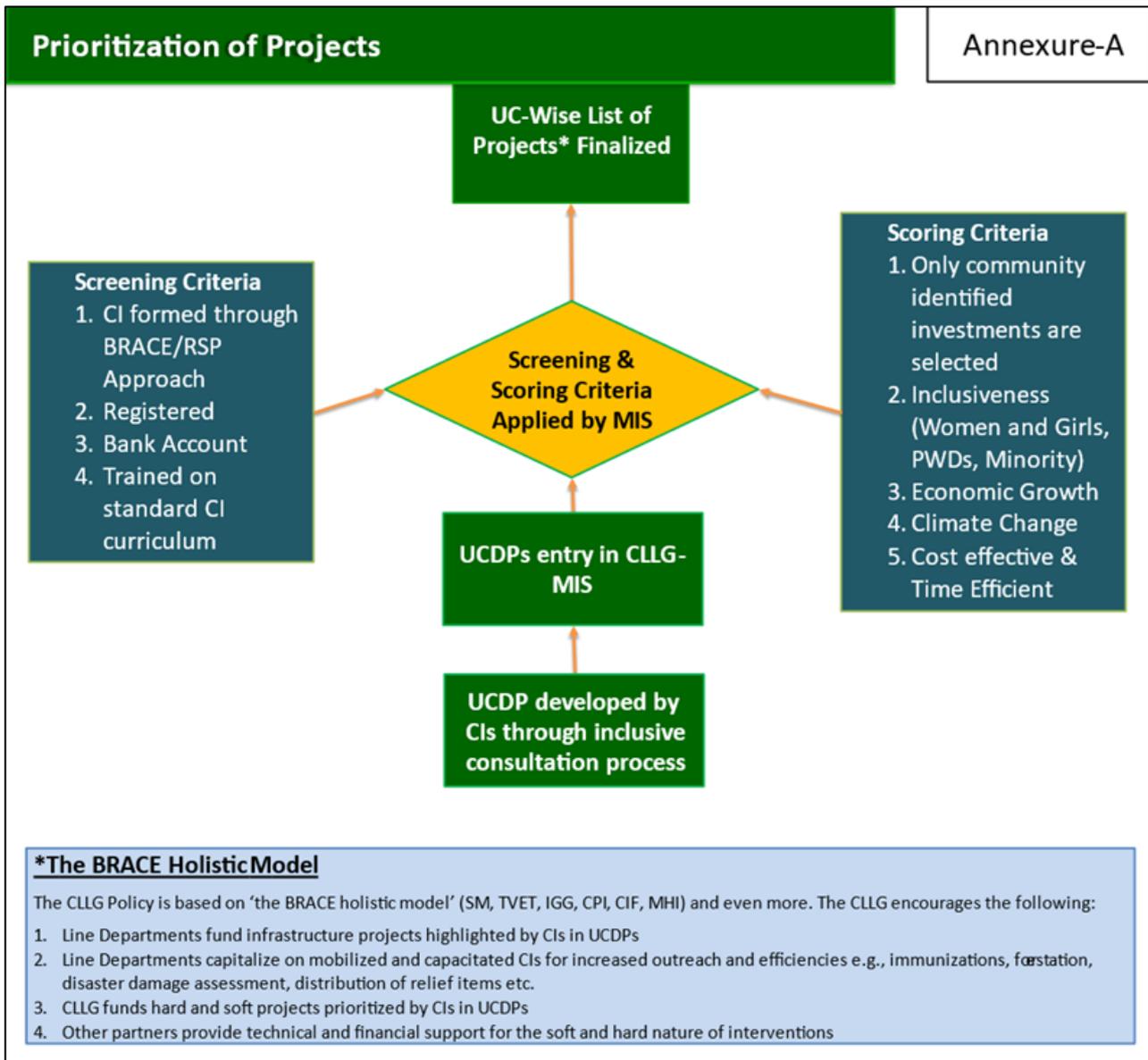
		supply schemes will be reflected in the UC inventory and maintained by CIs with support from UCs. A flow chart is attached as Annexure-A.	
14	RSPN's overall comment on the design of this Policy is that it is quite complicated with a lot of procedures and GOB mechanisms at various levels, including the district level	The GoB CLLG Policy is based on the BRSP/NRSP/RSPN/PPAF Community Mobilization Manuals. However, when this model is transformed into GoB Policy Community-Led Local Governance (CLLG) Policy, it regulates institutionalized community-driven interventions through on-budget interventions. The comprehensive procedures ensure transparency and accountability measures. For practical purposes, CLLG-specific simple and flexible financial procedures will be approved to bypass the complications in existing procedures	To bypass the complications in existing procedures, CLLG-specific simple and flexible financial procedures will be approved. No change is required in the Policy document.
15	where the JDDCs are empowered to categorise and select projects. I am not sure how poor communities will be able to navigate such a system.	Communities will follow the same BRACE bottom-up development planning and prioritization process. The basic qualification for a community project to be considered for CLLG funding/support is that it has to be reflected by communities in its UCDP. The JDDC are empowered to approve community projects similarly as these are approved in the BRACE Program. JDDC ensures compliance with the prescribed procedures. The CLLG Policy and JDDC ToR foresee a role for Community Mobilization NGO to guide and empower poor CIs.	The CLLG Policy and JDDC ToR foresee a role for Community Mobilization NGO to guide and empower poor CIs. No change is required in the Policy document.
16	Again – the Policy is more relevant to 'schemes' and leaves out our constant message of linkages in the 'soft' areas ie linkages between CIs and education, forestry, health, etc	The Policy covers the soft interventions listed. The CLLG Policy is based on the holistic BRACE model (SM, TVET, IGG, CPI, CIF, ALNS, MHI) and expanded the scope of interventions. The CLLG encourages the following: <ol style="list-style-type: none"> 1. Line Departments fund infrastructure projects highlighted by CIs in UCDPs 2. CLLG funds hard and soft projects prioritized by CIs in UCDPs based on the holistic approach 3. Line Departments capitalize on mobilized and capacitated CIs for increased outreach and efficiencies e.g., immunizations, forestation, disaster damage assessment, distribution of relief items etc. JDDC members themselves identified 29+ such projects from the GOB Annual	The scope of CLLG Policy interventions starts from the BRACE holistic package of components, & goes beyond that. Based on community identification, PCRC may even approve a new category/ activity/nature of the project. No change is required in the Policy document.

		<p>Development Programme FY22 during the DDSP assignment. JDDC and DDSP Guidelines capture that well, which will become chapters of the CLLG Policy Implementation Manual. JDDCs will be continuously working on these soft nature synergies as regular JDDC agenda.</p>	
17	<p>The idea of the BRACE TA possibly putting in some funds at the disposal of the DCs in one/more than one pilot district that the TA is working in to improve linkages between communities and government departments. This idea came from this meeting and was proposed by CEO NRSP, Dr Rashid Bajwa. I think we should try and follow this up during the NCE period ie can we put a small amount of funds at the disposal of DCs to implement the softer components of a UC Plan discussed at a JDDC?</p>	<p>Agreed. This is part of the NCE year activities. The TA DDSP Guidelines identified how the Deputy Commissioner can play a more proactive role in bringing together and seeking synergy between CI bottom-up and LD top-down local development investments. The TA may pilot test the role to be played by the DC, within the guidelines and budget limits of the TA IE Budget, in consultation with LGRDD. A specific District (Kech) is to be selected and then specific synergy opportunities are to be identified and what support the DC requires, that could be met from TA IE Budget.</p> <p>However, first, it would be appropriate to agree on what is it that we want to achieve with TA funding for one or two infrastructure projects through DC/JDDC. BRSP/NRSP-BRACE already funded hundreds of such projects approved by JDDCs in nine/ten BRACE districts of Balochistan.</p> <p>If we want to test CLLG institutional structures/systems and fund flow mechanisms, those are not yet in place.</p> <p>The current JDDCs are BRACE Project-focused JDDCs. The reformed JDDCs will have institutional backup and delegation of financial powers and approval authority. Let there be Government institutional structures and financial systems established for CLLG, then these can be tested by providing limited funds, where 1). Investments are identified by communities and approved by JDDC and funds are channelled through the proposed channels.</p>	<p>Once the CLLG institutional structures and financial systems are established, these will be piloted before full-scale implementation.</p> <p>No change is required in the Policy document.</p>

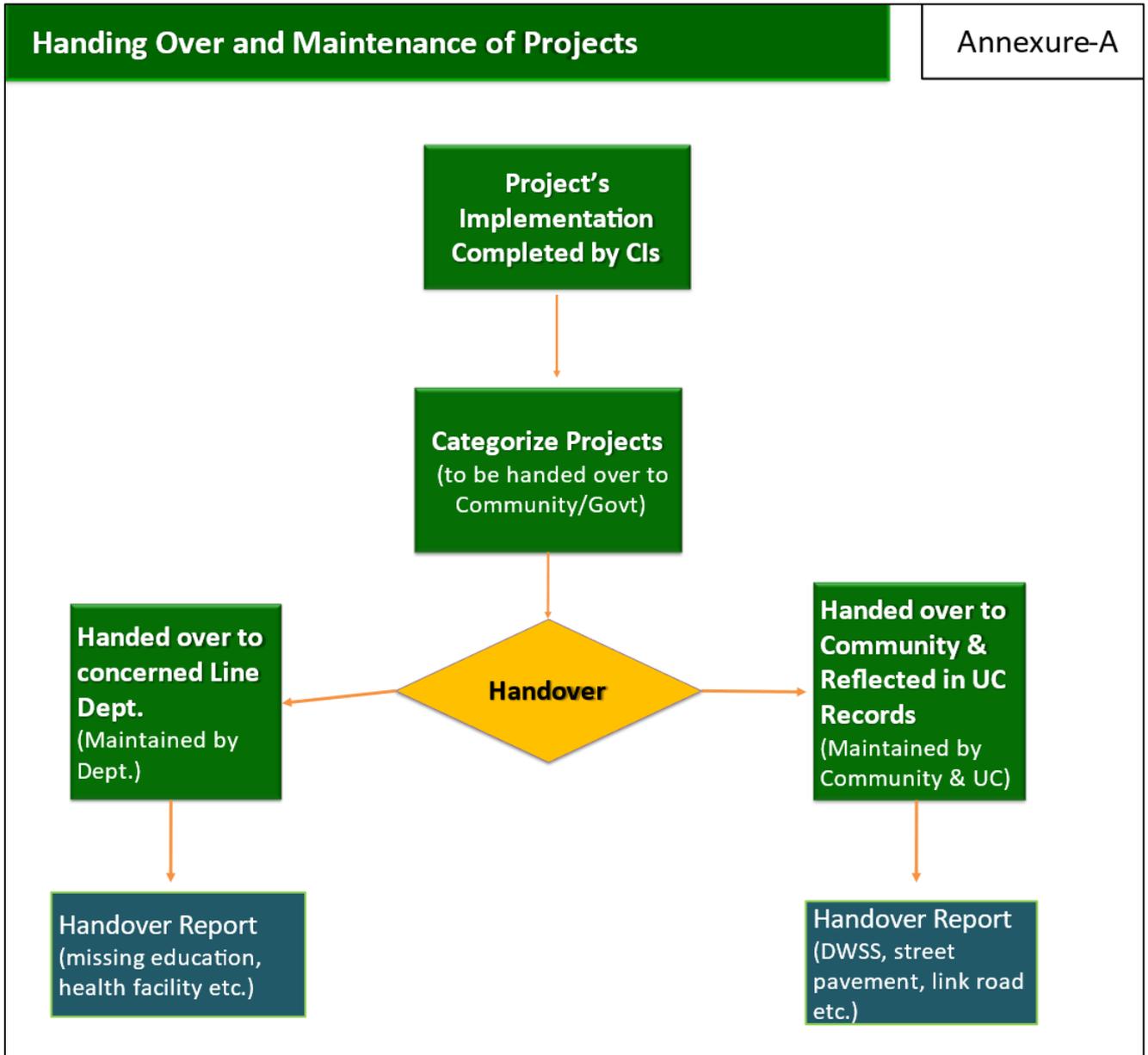
:
Annexure-A: 1. Simplified Fund Flow Procedures:



Annexure-A: 2. CLLG Policy & Development Programmes Implementation



Annexure-A: 3. Handing Over and Maintenance of Projects:



Flow Chart showing Project Prioritization, Fund Flow Mechanism, & Project Maintenance

Annexure-A

***The BRACE Holistic Model**

The CLLG Policy is based 'the BRACE holistic model' (SM, TVET, IGG, ~~CCP~~ MHI) and even more. The CLLG encourages the following:

1. Line Departments fund infrastructure projects highlighted by CIs in UCDPs
2. Line Departments capitalize on mobilized and capacitated CIs for increased outreach and efficiencies e.g., ~~institutional~~ ~~for~~ damage assessment, distribution of relief items etc.
3. CLLG funds hard and soft projects prioritized by CIs in UCDPs
4. Other partners provide technical and financial support for the soft and hard nature of interventions

****Screening Criteria**

1. CI formed through BRACE/RSP Approach
2. Registered
3. Bank Account
4. Trained on standard CI curriculum

*****Scoring Criteria**

1. Only community identified investments are selected
2. Inclusiveness (Women and Girls, PWDs, Minority)
3. Economic Growth
4. Climate Change
5. Cost effective & Time Efficient

Annex 5

Comments

**Planning and Development Department
(P&DD) and Their Responses by LGRDD**



"Our Faith Corruption Free Pakistan"
No.2-1032/2020(BLGB) A.O(B&A)/ 14/85
GOVERNMENT OF BALOCHISTAN
LOCAL GOVERNMENT RURAL DEVELOPMENT
AND AGROVILLES DEPARTMENT
(Balochistan Local Government Board)

Dated: Quetta, 29th November 2022

To

The Chief Foreign Aid Section,
Planning and Development Department,
Government of Balochistan.

Subject:

FINALIZATION OF CLLG POLICY FRAMEWORK BALOCHISTAN

Reference: Letter No. P&D-RO (F.A)/141-A/2021/4082, Planning and Development Department, Government of Balochistan, dated 12 September 2022.

The undersigned is directed to refer to the letter mentioned above and to state that the Local Government & Rural Development Department, Government of Balochistan, in collaboration with the European Union-funded "Balochistan Rural Development and Community Empowerment Programme (BRACE) Technical Assistance (TA) team is finalizing the Community-Led Local Governance (CLLG) Policy. CLLG Policy is an innovative governance framework that encourages possible linkages and complementarities between top-down investments of the Government and bottom-up initiatives of organized communities through a variety of interventions. The CLLG Policy will enable organized communities to access public funds and technical assistance for improving the quality of and access to frontline public services and alleviating poverty at the household level.

2. The GoB Community Led Local Governance (CLLG) Policy is informed by previous donor experiences, especially the European Union (EU)-funded community mobilization programmes, experiences and lessons garnered from Pakistan's other Provinces' community-led local-development policies and community-led rural development Programmes, and most importantly, on an understanding of Balochistan's institutional, socio-economic and political context.

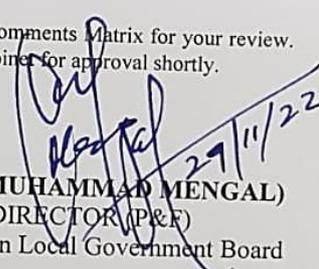
3. A multi-stakeholders consultative process was adopted to formulate the CLLG Policy. Consultations and deliberations were held in Working Groups, Sectoral Coordination Committee (SCC) meetings, technical reviews and bilateral deliberations with the relevant departments and subject experts. As a result of this exhaustive consultative process, the refined draft of the CLLG Policy was endorsed by the 6th meeting of the Strategic Policy Dialogue Committee (SPDC) Committee, on 7 September 2022 under the Chair of the Additional Chief Secretary (Dev). During the meeting, the Chair directed any remaining comments of the stakeholders including the relevant departments and the RSPN may be finally reviewed and addressed before the Policy is submitted for the approval of the competent authority.

4. Accordingly, the final comments from the relevant departments and the RSPN were thoroughly reviewed and addressed in the following manner:

- Comments related to detailed procedures needed for implementation are being worked out in the CLLG Policy Implementation Procedures
- Relevant recommendations were incorporated in the revised and updated draft
- Comments which could render the effectiveness of the Policy as applicable to the government sector, were excluded with justification.

Details of the P&DD's comments and relevant responses are captured in the enclosed Comments Matrix for your review. The updated and refined draft of the CLLG Policy will be submitted to the Provincial Cabinet for approval shortly.

5. We thank you for your valuable input and continued support.


(GUL MUHAMMAD MENGAL)
DIRECTOR (P&F)
Balochistan Local Government Board

Enclosed: Comments Matrix

Copy forwarded to the:

- Team Leader BRACE TA Team
- EUD/Development Advisor, Islamabad
- PS to Secretary, LG&RDD for information

**COMMENTS BY FOREIGN AID SECTION, PLANNING & DEVELOPMENT DEPARTMENT
ON CLLG POLICY & RESPONSES BY LGRDD**

The valid inputs have been integrated into the CLLG Policy draft or have been used in adjustments in the CLLG Policy Implementation Manual. The CLLG Policy provides the broader framework and the detailed operational procedures are worked out in the CLLG PIM, and both documents are developed in consultation with LGRDD. Each comment by the Foreign Aid Section, P&DD and the LGRDD/TA responses are given below:

SN	Comments	Responses from LGRDD/ TA	Key Point/s, Action Required, Remarks
a	The eligibility criteria for Community Institutions and selection of projects is very generic without any scientific/statistical basis.	<p>The CLLG Policy provides the broader strategic framework and should therefore be generic. Specific selection and prioritization procedures are worked out in the “CLLG Policy Implementation Manual (PIM)⁸”. These criteria/indicator-based procedures are developed for (a) selection of eligible Community Institutions (CIs) and (b) selection and priority ranking of eligible community priority projects, that are to be funded under CLLG Development Programmes, as explained in CLLG PIM in Annex-1.</p> <p>The CLLG Policy criteria-based selection procedures are based on proven effective practices of BRACE and other community-led development programmes in Pakistan.</p>	<p>A criteria-based “scientific” method is being used for (a) the selection of Community Institutions (CIs) and (b) the selection of priority projects under a CLLG Development Program, as worked out in the CLLG PIM, attached as Annex-1.</p> <p>No change is required in the Policy document.</p>
b	Under community-led PPP, the process/ guiding principles for engagement of private parties are not provided.	<p>The references in the Policy to CLLG Policy Community PPP options are generic, and these are then worked out in the CLLG PIM and cover co-investment and cooperation-collaboration between government, mobilized communities, RSPs, and the private sector, for investments and projects that are relevant to the core CLLG Policy principles. These community-PPP projects can benefit from co-funding and component-sharing and should focus on improved (social) service delivery, pro-poor poverty reduction and livelihood enhancement, or other community development projects including corporate social responsibility projects. The rationale is that innovative community/village-level PPP-collaborative development initiatives between private and public entities will include yet another group of investors (in addition to GoB and Donor funds) and will yield more sustainable and effective public sector service delivery, and sustained reduction of poverty when CIs and private Sector pool their resources.</p>	<p>The CLLG Policy makes generic references to develop community PPP options, in line with CLLG Policy principles and scope.</p> <p>Detailed procedures are prescribed in the CLLG PIM.</p> <p>These references can be found in Section 1.3.4 of the Policy and Chapter(s) 5 and 6 of the PIM</p> <p>No change is required in the Policy document.</p>
c	<p>C1. Objective No. 1 & 2 of the policy is to build the capacity of the Local Government and the capacity of the mobilized communities while 1.3.5. capacity development leaves the subject for future programs without giving policy guidelines to meet the objectives of the policy.</p> <p>C2. Similarly, under 1.4.5, the need for capacity building has been highlighted and</p>	<p>C1. The CLLG Policy envisioned that the institutional capacity of the Balochistan Rural Development Academy (BRDA) will be strengthened to be able to play a key role in the capacity building of the Local /Government officials and the CIs. The BRDA is to develop a CLLG Policy-related curriculum for formal training and for on-the-job-technical assistance through BRDA faculty, a pool of master trainers, and staff.</p> <p>The first beneficiaries are the GoB CLLG Policy Implementation Unit (PIU) at the provincial level and the District Implementation Units (DIUs).</p> <p>C2. The CLLG Policy encourages institutionalization of the entire range of local governance functions, involving</p>	<p>The Policy envisaged that BRDA will be transformed into an autonomous institution which will be self-sufficient to build the capacities of government and CIs in future.</p> <p>The CLLG Policy Implementation Manual will provide further guidelines.</p>

⁸ The BRACE TA team is working closely with LGRDD, GOB to develop the detailed procedures for the CLLG Policy titled ‘CLLG Policy Implementation Manual’. The document is in draft shape and will be presented in the first meeting of the Policy Coordination and Review Committee (PCRC).

SN	Comments	Responses from LGRDD/ TA	Key Point/s, Action Required, Remarks
	contrary to the objectives of the policy, it is recommended that the GoB may hire the expertise of a third party to develop the capacity of Cls. The only plan shared regarding capacity building is enhancing the capacity of BRDA.	Govt and CI stakeholders. Engagement of (hiring) a 3rd Party is not contradictory to the principle of capacity-building. It is a wrong understanding that Government should perform all the local government functions because some of these functions are better and more economically performed by that 3rd party, i.e. Community Mobilization NGO, or by a mobilized CI, or a private sector actor. The CLLG Policy makes generic references to the need to engage 3 rd parties, and the CLLG PIM then works out how CM NGO/RSP are to be engaged, in particular in the provision at Village/HH level interventions, i.e. the holistic innovative activities that cover TVET, community investment fund (CIF), Income Generating Grants (IGG) and other investments etc. The CLLG PIM works out who is to perform certain functions in the provision of the holistic range of local development investments.	These references can be found in Sections 1.4.2 and 1.4.6 of the Policy and Chapters 2 and 4 of the PIM. No change is required in the Policy document.
d	The Regulatory Framework is an important pillar for the implementation of any policy, the CLLG Policy Framework has been left blank with remarks that the "Future programs will develop and activate the complementary roles".	Under section 1.4 , a comprehensive CLLG Policy Regulatory Framework is provided to govern the programmes under the CLLG Policy, covering the following: 1.4.1. Legislative Framework 1.4.2. GoB Fiscal Framework. 1.4.3. Regulatory Framework to Integrate and Institutionalize Comm Mob in Local Governance 1.4.4. CLLG Policy Institutionalization & Implementation Framework 1.4.5. Capacity-building to Implement CLLG Policy 1.4.6. CLLG Policy MEAL Framework 1.4.7. CLLG Policy and CLLG Development Programmes Audit Requirements	A comprehensive 'CLLG Policy Regulatory Framework' is provided covering legislative, fiscal, governing, and institutional protocols. No change is required in the Policy document.
e	The policy is said to be aligned with GoB existing rules including Public Procurement Rules, Financial Rules etc. but does not specify procurement rules to be followed in co-sharing projects & transfer of funds process.	The CLLG Policy is aligned with the existing GoB financial rules. These alignments are worked out and detailed in the relevant sections of the CLLG PIM. As explained above, the CLLG Policy document is the broader framework; while detailed procedures are given in the CLLG PIM. The PIM has elaborated fund flow procedures aligned with GoB FR and the PFM Act. At provincial and district levels, Balochistan Public Procurement Regulatory Authority Rules (BPPRA) 2014 will be followed. Specific relaxations will be required in existing financial procedures including for procurement by the Cls. For this purpose, special financial procedures for CLLG Policy will be developed and submitted to the Honorable Chief Minister in the shape of a summary, for executive approval, once the CLLG Policy is approved.	The CLLG Policy is aligned with the GoB existing GoB financial rules. At provincial and district levels, Balochistan Public Procurement Regulatory Authority Rules (BPPRA) 2014 will be followed. A limited relaxation will be required in existing financial procedures including for procurement by the Cls, which will be requested in the shape of a summary to the Honorable Chief Minister. - do -
f	The majority of technical aspects are left blank for future interventions. The Monitoring, evaluation, accountability and Learning (MEAL) framework is also to be developed in the future.	The CLLG Policy provides only a broader framework of policy principles, while detailed procedures are worked out in the CLLG PIM. Note: the CLLG PIM is a live document with procedures that can be adjusted as and when we learn from the implementation of CLLG Development Programmes, as long as these adjustments fall within the principles of the adopted CLLG Policy. A detailed MEAL chapter (Chapter 9) is provided in the CLLG PIM.	A detailed chapter (Chapter 9) on MEAL is provided in the CLLG Policy Implementation Manual. - do -

SN	Comments	Responses from LGRDD/ TA	Key Point/s, Action Required, Remarks
g	The term "donor" has been used time and again, which may be replaced with development partner.	The term "donor" has been replaced with "development partner" .	Suggested change incorporated in the updated Policy document.
h	Under 2.1.2.2, the Finance Department has been assigned to prepare the budget for Policy Implementation. Under the PFM Act of the GOB, the budget preparation task has been delegated to the administrative department.	In the CLLG Policy Design stages (a) a discussion with the FD is to be initiated by the LGRDD on the CLLG Development programmes budget preparation procedures and (b) and with FD and PDD on a format/template of LGRDD Sector MTBF that includes budget lines for allocations for the CLLG Policy and CLLG Development /Programmes. Afterwards, proposed CLLG budgets will be prepared by LGRDD, in close consultation with P&D Department and Finance Department.	Dialogues will be held on LGRD Sector MTBF LGRDD, P&DD, & FD. Necessary changes were made in CLLG Policy and PIM to make this clear as part of the updated Policy document.
i	It is proposed that in the first instance the work plan may be approved by the Policy Coordination and Review Committee (PCRC) followed by budget preparation by the PIU and DIUs. The proposed procedure is against the prevailing PFM act and planning procedures, the budget prepared by the PIU shall be submitted to the PCRC for approval.	Both the CLLG Annual Workplan as well as the CLLG Annual Budget will be approved by the Policy Coordination and Review Committee (PCRC). Changes were made to the relevant section. However, quarterly release requests will not require the approval of PCRC, as this might delay the process. Instead, LGRDD will authorize the release requests and forward them to FD for release.	The CLLG Annual Workplan and Annual Budget will be duly approved by the Policy Coordination and Review Committee (PCRC). Suggested changes were made to the relevant section of the updated Policy document.
j	The Financial Framework state that the funds for the implementation of the Policy will be received from development partners, however, the P&D Department has been skipped in the release of funds process. The authorization powers have been assigned to the Local Government department which is against the RoB. 2012.	CLLG Policy will be funded by GOB as well as by the development partners. The Planning and Development Department has a key role in managing and bridging the funds from development partners. In fact, the financial systems will be established and operationalized in close coordination with P&DD and FD, with clear roles and responsibilities.	The Planning and Development Department has a key role in managing and bridging the funds from development partners. Suggested changes have been incorporated as part of the updated Policy document.
k	2.1.2.2. has Contradictions, the Finance Department will allocate a one-liner budget but release demand for every single project has been proposed to be submitted to the Finance Department	The CLLG Financial Procedures says that CLLG will have a one-line budget. Once districts exhaust 75% of the quarterly funds provided, districts will send their next funds to request attached with community projects approved by JDDC to be funded, instalments to be paid to existing community projects, and a utilization report of the previous funds. Complete funds for a single community project will not be locked in a district account.	On 75% utilization, the districts will submit funds requests with a forecast including instalments to be paid to new projects as well as to ongoing projects. As there is no contradiction, therefore no change is required in the Policy document.
l	Appointment of a project director has been proposed on an additional charge basis and appointment through	An existing senior government official with relevant qualifications and experience may be appointed as full-time Director of the Policy Implementation Unit (PIU) with the approval of the PCRC. However, the PCRC may	Only a full-time Director will be appointed.

SN	Comments	Responses from LGRDD/ TA	Key Point/s, Action Required, Remarks
	transfer posting, which is against the set procedure for the purpose.	also decide to hire a competent professional from the market. The rest of the PIU and DIU staff will be hired from the market through a competitive process.	Suggested changes were made to the relevant section of the updated Policy document.
m	Many a time, the regular procedures have been made part of the policy e.g., conducting a donors' conference, bilateral meeting etc. which are required to be left at the operational level.	The comment is valid. Changes made to the Policy draft. The CLLG Policy will only refer to these events or the types of procedures, in a generic manner, thus providing the mandate, and allowing the designated competent authority to work out these events at the operational level, as specified in the PIM.	Suggested changes made to the Policy draft.
n	PIU and DIU have been added as possible sources of financing which are otherwise units charging management costs.	The comment is well noted and the sentence reworded and corrected.	Suggested changes incorporated as part of the updated Policy draft.
o	2.1.2.2 recommends a progressively increase in the budgetary allocations for the Implementation of the CLLG policy, whereas at the Operational level MTF/MTBF has been proposed which is in contradiction.	Since this is a new innovative transformational Policy, we expect that GoB will start in a small way and by demonstrating GoB's commitment to this Policy, the GoB will be able to attract financial and technical support from Development Partners. It will be prudent to allocate funds in a modest manner, to increase over time, as that will allow the new institutional entities to utilize these CLLG Funds in the proper manner, and a LGRDD Sector MTBF should reflect how the funds can be increased over time, in line with implementation capacity. The LGRD Sector MTBF is to be discussed during the design and adoption of the CLLG Policy between LGRDD, FD, and P&DD.	The MTF/MTBF will propose a progressive increase in the GoB share after consultations between LGRDD, FD, and P&DD following Policy approval. No changes are required in the Policy document.
p	Pre-feasibility has been made mandatory for all shortlisted projects, which are otherwise considered to be very small in nature to undergo feasibility study.	The micro, bottom-up project feasibility assessments are not envisaged on the Planning Commission's procedures. The CLLG Local development investments have simplified feasibility assessments that have been tested and were proven effective under the BRACE programme , with indicators confirming basic social, economic and environmental requirements e.g., the proposed location for projects, any conflict on land, any untoward impacts on the environment, sustainability etc.	CLLG Programme will have its own simplified feasibility assessment procedures to check any major bottleneck on the ground. No changes are required in the Policy document.
q	A pre-feasibility study has been made conditional with the prior approval of line departments.	Line Departments will review the list of proposed community projects to avoid duplication and ensure that the project is technically feasible. It is not a full-scale pre-feasibility study. For this purpose, the JDDC ToR has been streamlined, with specific guidelines to make this duplication check, rather, the guidelines seek to encourage the complementarity and synergy opportunities between local development investments of CIs and Line Depts.	This is a simple step to check with the concerned line department to avoid duplication and check for any major technical flaws. -do-
r	r1. Administrative approval has been assigned to the JDDC an approving body, which is against the delegation of financial powers rules 2019.	r1. JDDC will approve projects financed from CLLG funds, only under the CLLG Policy. It will not interfere with any other forum and its approving authority/powers. The CLLG Policy, duly approved by the provincial Cabinet will suffice to delegate financial powers to JDDC for approval of the CLLG Projects from CLLG funds only. r2. These were checked again and misalignments were removed.	r1. JDDC will approve projects funded only by CLLG funds. The CLLG Policy duly approved by the provincial Cabinet will suffice to delegate financial powers to JDDC for approval of the

:

SN	Comments	Responses from LGRDD/ TA	Key Point/s, Action Required, Remarks
	r2. The ToRs for PCRC do not match the functions of the forum.		CLLG Projects financed from CLLG funds. r2. The TORs for PCRC has been aligned with its functions as suggested in the updated Policy document.

:

Annexure-1: CLLG Prioritization Model

To avoid the traditional Balochistan political economy drivers monopolizing and capturing the limited funds available for CLLG (Rural/Urban) development, a transparent, criteria-driven Community-Led socio-economic Investments-Prioritization Model, is being developed, with a simple to apply decision-tree algorithms. This model will have two components: 1. District Selection Criteria, 2. Screening and Ranking of Community Projects

District Selection Criteria:

Under CLLG Policy, a transparent, criteria-driven MIS module will unambiguously identify and prioritize those Districts that are most in need and suitable to receive CLLG Development Investments first based on certain indicators. These indicators include the Human Development Index, Sectoral Indices of Multiple Deprivations, ADP Allocation Priority Sector Score, BISP Poverty Ranking, Resources and Royalties and Logistics, Infrastructure, Demographic and Institutional Readiness for CLLG DPs. It is in draft shape.

Screening and Ranking of Community Needs

For the selection and ranking of community prioritized needs, as per CLLG Policy, an automated module in CLLG-MIS will be devised to ensure transparency and uniformity in project selection, as well as to eliminate elite capture in the selection of CLLG interventions. The Model is comprised of five automated modules. These modules will undertake selection/screening and ranking of Community Physical Infrastructure (CPI), Technical and Vocational Training (TVET), Income Grant Generation (IGG), Community Investment Fund (CIF) and Adult Literacy and Numeracy Skills (ALNS) interventions. Each module shall undertake screening and ranking of projects based on the defined criteria and indicators. The list of community needs will be selected and prioritized using a two-stage screening and scoring process. Upon receipt of community investment bottom-up plans (VDP/UCDPs), the interventions mentioned in the plans shall be entered into the CLLG MIS prioritization module. The automated module based on the defined criteria shall accept or reject any intervention. The rejected projects shall be automatically eliminated and the prioritization module shall generate a list of accepted projects. In the next stage, certain weights will be assigned based on defined indicators. Finally, the module will generate a list of projects ranked on the order of merit.

Criteria for screening, scoring, and ranking of Community Physical Infrastructure (CPI) projects is given below:

Screening of CPI projects:

- i. Does the number of project beneficiary households exceed or equal to ten?
- ii. Does the cost per beneficiary household falls within PKR 50,000 -100,000⁹?
- iii. Is the duration of the project less than or equal to 12 months?
- iv. Are the number of project direct beneficiary households less than or equal to the total number of UC households?
- v. Does the project come under the purview of CLLG's indicative interventions?
- vi. Does the project's cost fall within the cost range specified by the CLLG?

Under the screening criteria, any of the above-given indicators inked as "No", will result in outright rejection of the projects.

⁹ Cost per household is considered PKR 100,000 for UCs located at least more than 30 Km away from District Headquarters, however cost per household for UCs located within 30 Km is considered PKR 50,000.

:

Scoring and Ranking of CPI Projects: Projects which qualify the above screening criteria shall also be evaluated against the following MIS-based scoring criteria. After qualifying the screening and scoring criteria, projects that secure maximum scores will be shortlisted for funding under CLLG in that particular UC.

S.#	Indicators	Weightage	Source/Scoring logic
i.	Basic needs	10%	This includes interventions relevant to basic health, basic education and clean/safe drinking water. Projects relevant to basic needs will get more weightage.
ii.	Cost effectiveness	5%	Project cost per beneficiary household. Greater cost per household value gets lesser weightage against this indicator.
iii.	UCDP priority	20%	Projects listed on top of the prioritized list in a UCDP by CIs gets more weightage. Projects ranked lower by CIs in UCDP priority list get less weightage.
iv.	Inclusiveness	15%	More weightage shall be given to projects proposed by women, transgender, disabled and minorities.
v.	Time efficiency	5%	Projects intended to be completed in short period shall get more weightage.
vi.	Economic Growth	10%	Projects contributing to economic growth shall get more weightage.
vii.	Climate Change	15%	Projects contributing to climate change mitigation will be encouraged through this indicator.
viii.	Remoteness	20%	How swiftly, the project resources can be reached from UC office (<i>i.e. reference point where UCDP is developed</i>) to proposed project site. In addition, if same distance is covered in more time, more weightage shall be given.

Annex 6

Comments Finance Department (FD) and Their Responses by LGRDD



“Our Faith Corruption Free Pakistan”
No.2-1032/2020(BLGB) A.O(B&A)/ 14186
GOVERNMENT OF BALOCHISTAN
LOCAL GOVERNMENT RURAL DEVELOPMENT
AND AGROVILLES DEPARTMENT
(Balochistan Local Government Board)

To

Dated: Quetta, 29th November 2022

The Secretary,
Government of Balochistan,
Finance Department, Quetta.

Subject: **FINALIZATION OF CLLG POLICY FRAMEWORK BALOCHISTAN**

Reference: Letter No. FD SO (B-VI) 7-4/2022-23/189-90, Finance Department, Government of Balochistan, dated 16 August 2022.

The undersigned is directed to refer to the letter mentioned above and to state that the Local Government & Rural Development Department, Government of Balochistan, in collaboration with the European Union-funded “Balochistan Rural Development and Community Empowerment Programme (BRACE) Technical Assistance (TA) team is finalizing the Community-Led Local Governance (CLLG) Policy. CLLG Policy is an innovative governance framework that encourages possible linkages and complementarities between top-down investments of the Government and bottom-up initiatives of organized communities through a variety of interventions. The CLLG Policy will enable organized communities to access public funds and technical assistance for improving the quality of and access to frontline public services and alleviating poverty at the household level.

2. The GoB Community Led Local Governance (CLLG) Policy is informed by previous donor experiences, especially the European Union (EU)-funded community mobilization programmes, experiences and lessons garnered from Pakistan’s other Provinces’ community-led local-development policies and community-led rural development Programmes, and most importantly, on an understanding of Balochistan’s institutional, socio-economic and political context.

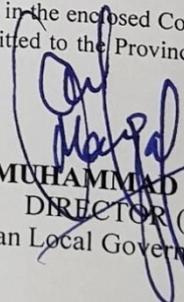
3. A multi-stakeholders consultative process was adopted to formulate the CLLG Policy. Consultations and deliberations were held in Working Groups, Sectoral Coordination Committee (SCC) meetings, technical reviews and bilateral deliberations with the relevant departments and subject experts. As a result of this exhaustive consultative process, the refined draft of the CLLG Policy was endorsed by the 6th meeting of the Strategic Policy Dialogue Committee (SPDC) Committee, on 7 September 2022 under the Chair of the Additional Chief Secretary (Dev). During the meeting, the Chair directed any remaining comments of the stakeholders including the relevant departments and the RSPN may be finally reviewed and addressed before the Policy is submitted for the approval of the competent authority.

4. Accordingly, the final comments from the relevant departments and the RSPN were thoroughly reviewed and addressed in the following manner:

- Comments related to detailed procedures needed for implementation are being worked out in the CLLG Policy Implementation Procedures
- Relevant recommendations were incorporated in the revised and updated draft
- Comments which could render the effectiveness of the Policy as applicable to the government sector, were excluded with justification.

Details of the Finance Department’s comments and relevant responses are captured in the enclosed Comments Matrix for your review. The updated and refined draft of the CLLG Policy will be submitted to the Provincial Cabinet for approval shortly.

5. We thank you for your valuable input and continued support.


(GUL MUHAMMAD MENGAL)
DIRECTOR (P&F)
Balochistan Local Government Board
29/11/22

Enclosed: Comments Matrix

Copy forwarded to the:

- Team Leader BRACE TA Team
- EUD/Development Advisor, Islamabad
- PS to Secretary, LG&RDD for information

COMMENTS BY FINANCE DEPARTMENT (FD) ON CLLG POLICY, & RESPONSES BY LGRDD

Comments by Finance Department and response by the TA/LGRDD are given below:

SN	Comments	Responses from LGRDD/TA	Key Point/s, Action Taken, Remarks
1	<p>Does the Department need to clarify as to why P&DD has to notify the adoption of CLLG policy? Should Local Government & Rural Development Department itself not notify it?</p> <p>The wording of the Notification is also not correct in the first para, that is, " the on the proven effective". The last para directs all the concerned departments to initiate actions for the establishment of systems for operationalization of CLLG policy, but which are the concerned departments & actions to be initiated by them? The same need to be identified in summary fonts for ease of the relevant departments.</p>	<p>Point noted. The CLLG Policy will be notified by the Local Government & Rural Development Department, GoB, being the parent Dept of the CLLG Development Programmes that are to be implemented under the CLLG Policy.</p> <p>The relevant departments; members of the Policy Coordination and Review Committee (PCRC), will be separately intimated on specific actions they need to take to operationalize the CLLG Policy.</p>	<p>The CLLG Policy will be notified by the LGRDD, GoB.</p> <p>The initial meetings of the PCRC will guide the roles of various departments/ institutions during the operationalization of the Policy.</p>
2	<p>In Section 1.1, there is a statement that CLLG policy is in line with existing Government of Balochistan policies, but there is no mention as to how?</p> <p>The policy needs to identify its consonance with specific provisions of various, Rules, Policies, Acts, Legal Frameworks, Notifications and Guidelines.</p>	<p>The statement implies that CLLG Policy will not be designed/drafted in contradiction with GoB rules and regulations e.g., procurement will be completed according to GOB PFM act, FR, BPPRA 2017 rules. This alignment will be checked at two levels (1) the generic CLLG Policy text, and (2) the specific CLLG PIM Procedures</p> <p>Note: Community Institutions (CIs) are now institutionally recognized entities according to Section 87 of the BLGA Amended Act, 2022.</p>	<p>The CLLG is validated to be in line with relevant GoB rules and regulations e.g., PFM At, FR and BPPRA Rules, 2017, BCCRA, 2019 etc.</p> <p>This is iterated in the Policy document.</p>
3	<p>For works of a development nature, the government has different departments such as P&DD for Miming & development; C&W and other engineering departments for execution; respective local government offices for works of development at various local council levels.</p> <p>The aim of policy to synergize their efforts and works seems to be a far-fetched idea unless only one department is made responsible for all the different natured works in respect of local councils.</p>	<p>The CLLG Policy targets the community-driven local development investment, which necessitates a leading role for capacitated community institutions in the implementation of these small-scale bottom-up identified infrastructure and poverty alleviation interventions, at the local level. This will (a) build the trust relationship between the communities and the state, by giving communities a leading role, and this in turn will (B) enhance service delivery and result in beneficiary-targeted poverty alleviation.</p> <p>These bottom-up interventions are small-scale and the BRACE Programme has demonstrated that these micro bottom-up interventions can best and most economically be implemented by communities and mobilized CIs.</p> <p>Line departments are mandated to implement top-down bigger (ADP/PSDP) projects and some of these projects may aim</p>	<p>These interventions are small-scale and can be implemented by communities at the local level. The Local Government and Rural Development Department (LGRDD) is the ONE and ONLY custodian department of the CLLG Policy at the provincial and district levels.</p>

SN	Comments	Responses from LGRDD/TA	Key Point/s, Action Taken, Remarks
		<p>at poverty reduction of local poor, populations/villages. These ADP/ PSDP projects are larger projects which require the services of professional contractors or sophisticated machinery and are best implemented by Line Depts and should therefore remain within the mandate of that Line Dept.</p> <p>However, the CLLG Policy and the JDDC Guidelines enable close collaboration and linkages creation between Line Departments and Community Institutions at the JDDC for integrating community needs in ADP/PSDP and reciprocally, the Line Departments can garner support from organized and capacitated communities to improve quality and outreach of the frontline public services.</p> <p>The Local Government and Rural Development Department (LGRDD) is designated as the custodian of the CLLG Policy and the CLLG Development Programme/Projects that are implemented at the district level. LGRDD will seek collaboration with line departments at the provincial level to ensure their required roles in the implementation of the CLLG policy, and through the JDDC with Line Depts at the district level, to seek synergy between local investments of CIs and Line Depts.</p>	
4	<p>At village/ union council levels, tehsil and district levels there are hardly any community institutions organized to identify community-based interventions or to qualify as CIs to carry out development works.</p>	<p>That is the whole strategic key purpose of the CLLG Policy, i.e. the idea that sustainable local development and poverty reduction cannot take place if communities are not empowered. The first step of the CLLG Policy at the district level is to socially mobilize and empower CIs.</p> <p>In the 10 BRACE programme districts, 22,481 CIs were mobilized and formed and capacitated. In new districts, social mobilization interventions will lead the field implementation where first communities will be mobilized, organized into CIs, trained, and assist in bank account opening, registration with BCCRA, and then technical assistance for developing their bottom-up plans will be extended.</p>	<p>The CLLG Policy advocates that sustainable local development and poverty reduction cannot take place if communities are not empowered.</p> <p>There are more than 22,481 community institutes organized and their federated local support organizations are registered with BCCRA and have bank accounts.</p>
5	<p>At the level of every local council, there are respective bodies, with their elected chairmen to perform the function of a miniature assembly tasked with need identification, project planning and execution of schemes. The creation of any other bodies such as JDDC, beyond/ in addition to the same may lead to legal complications and conflicts of roles. lithe CLLG policy aims for all</p>	<p>This hinges on the key understanding that the present system is a REPRESENTATIVE democracy system, with elected Local Councilors, speaking on behalf of communities. The CLLG Policy has the premise that a PARTICIPATORY Democracy provides better guarantees and is the key to more sustainable local development and poverty reduction.</p> <p>The amendment to the LG Act Section 87 established the CI as a subordinate, or parallel unit to the Local Councils. The JDDCs</p>	<p>JDDC is the development and coordination forum for CLLG-funded projects only. They will not interfere with the regular functions of elected councils, and for that matter with provincial ADP.</p> <p>Community Institutions (CIs) strengthen the 'development planning' function of local councils at the UC and district levels.</p>

SN	Comments	Responses from LGRDD/TA	Key Point/s, Action Taken, Remarks
	<p>decisions related to local development, to be made by the lowest competent level then what roles will the respective elected lowest council will perform? It is a good idea that community institutions (CIS) may identify the community needs but for decisions on them, elected councils already exist.</p>	<p>are the coordination forum to bring together all District Stakeholders, leaving their respective mandates intact, but using the JDDC forum to seek complementarities and synergy between the development investments of all these local, district stakeholders.</p> <p>Empowered Community Institutions (CIs) will complement and re-enforce the role of local councils at the UC and district levels in the following manner. At the UC level, the CIs will identify and prioritize their CI needs, to be recorded in a community resolution, which serves then as input for a UC development plan, that is to be properly signed of by the Secretary and Chairman of UC and then forwarded for inclusion in a UC and District Development Plan, which is developed with the Local Councilors. This UC Development Plan may be funded from CLLG Funds, LCGC funds, Provincial ADP funds, development partners funds etc. The UC Development Plans will be aggregated upward into a District Development Plan</p> <p>At a district level, the District Council is supported in the preparation of the district development plan. The CI/UC bottom-up plans are compiled and forwarded to the district council to be included in the district development plan/Programme, in which the Local Council plans and the Line department local development investments are also included. Through this JDDC-guided approach, the district council development plan is strengthened by including the actual needs of the larger communities and consolidating the development investments of all district stakeholders.</p> <p>Therefore, the CI bottom-up development planning strengthens the development planning functions of the respective Local Councils, local government stakeholders, and the Line Departments, at UC and then the district levels.</p>	
6	<p>Section 1.3.4 says that the Local governance system engages all local government authorities including DCs. Line Departments, local bodies, councillors and MPAs, CBOs, NGOs and the business community/ private sector. In fact, legally such elements are not part of the local government system as per BLG Act</p>	<p>Agreed and corrections will be made in the respective section of the Policy.</p>	<p>Correction made in the updated Policy draft.</p>
7	<p>Section 1.4.1 says that a local council may sponsor community development projects, however for such purposes the local council</p>	<p>The JDDC Forum will be notified by the Competent Authority (PDD) and an understanding is reached (with PDD) that</p>	<p>The JDDC will have the power to approve projects only under specifically allocated CLLG funds. All the structures and functions</p>

SN	Comments	Responses from LGRDD/TA	Key Point/s, Action Taken, Remarks
	holds sessions wherein, budgetary proposals & development projects/schemes are presented which are later approved by the respective competent forum. inclusion of any other forum beyond the said legally competent forum may complicate the matters. If the other fora which the policy envisages have to perform only advisory function, then there may not be any issue.	following the adoption of a CLLG Policy the JDDC can be duly notified It is vital to understand that initially separate funds will be allocated for CLLG Policy. The JDDC will have the power to approve projects only under these funds. All the structures and functions elaborated in the Policy do not interfere with any other authority approving projects e.g., local councils or line department projects. The institutional structure and its functions are part of the CLLG Policy which will be approved by the competent authority.	elaborated in the Policy, duly approved by the competent authority, do not interfere with any other authority, approving projects.
8	As envisaged at section 1.4.2 of the policy & some later sections, there might be co-funding/ co-financing/ co-investment between GoB & community institutions, however, such proposal may not be in-line with BLG Act provisions. There is a local council' grants committee under section 120 of BLG Act which decides' the distribution formula of Government of Baluchistan's specifically allocated grant .1-or a particular financial year among The councils under the said Act; there may not be any provision to provide funds to Cis or any other such bodies. However, if Cis suggest some initiative /programs to their respective local councils, they may consider their adoption out of their respective budgets.	Under Section 87 of the BLGA amended 2022, the Local Council may sponsor any community development projects by the Cis/CBOs. The CLLG Policy will have its own funds provided by the GoB, and development partners. Co-funding, and component-sharing, will create a synergistic effect, on the effort. This approach does not interfere with the funds distributed by the LCGC. Rather the CLLG funds are also distributed following the LCGC formula.	Co-funding / component sharing/ complementarity does not interfere with the funds distributed by the LCGC. Rather the CLLG funds are also distributed following the LCGC formula.
9	Section 1.4.4 of the policy suggests erection of provincial & district management structures to lay down budget & implementation systems of CLLG development programs, M&E protocols & third-party evaluation & audits. such arrangements are apparently not in consonance with provisions of BLG Act. At Provincial level there is BLG Board & LCGC, at Divisional Level there is Divisional Coordination Committee under chairmanship of Divisional Commissioners, etc. Besides, respective councils at Union Council, Tehsil Municipal District & provincial level have such functions enshrined in their mandates.	Although section 87 of the amended Balochistan LG Act created a supporting provision for Cis to function as part of the CLLG Policy, the CLLG Policy is not entirely dependent on the BLG Act. The CLLG Policy will be a regulation that is to be approved by the Provincial Cabinet and will be implemented on its own strengths. CLLG Policy has its own framework and implementation procedures. The CLLG Governance Framework requires an institutional structure at provincial and district levels as proposed under the CLLG Policy and worked out in the CLLG PIM. The third-party validation and M&E protocols further strengthen its institutional structures which ensure transparency and accountability to ensure proper implementation of the CLLG Policy and the PIM Procedures.	CLLG Policy can be implemented on its own strengths as it will be a regulation by itself, which will be approved by the Provincial Cabinet.
10	Capacity building, as suggested under section 1.4.5 of the policy is a long process and needs	The CLLG Policy is an innovative transformative governance framework, accompanied by a comprehensive capacity-	A comprehensive capacity-building approach and plan is being worked out for the operationalization

SN	Comments	Responses from LGRDD/TA	Key Point/s, Action Taken, Remarks
	concerted efforts spanning over decades, and requires huge findings when intended at both macro & micro levels of beneficiaries. The idea is principally excellent but fraught with chances of non-achievement & un-sustainability.	building approach where the BRACE Technical Assistance Team and the Balochistan Rural Development Academy (BRDA) will play a vital role in the capacity-building of the stakeholders. The TA team will assist initially during the refinement of the CLLG procedures on an annual/biannual basis. Similarly, it will provide on-job technical assistance along with formal training Programmes at various levels. TNA, followed by the CB Plan, integrated syllabus on CLLG disciplines, and training of the BRDA faculty and a team of master trainers are some of the institutional capacity-building efforts which will ensure sustainable capacity-building support for the CLLG Policy.	stage and also as a regular feature of the CLLG Policy and Programme to cater to capacity-building needs during expansion and upscaling.
11	The idea of MEAL & MIS as under section 1.4.6 & some later sections sounds good but is complicated in implementation & sustainability.	<p>The proposed MEAL/MIS systems will be developed and based on the MIS application that was used for similar programmes that were implemented in Sindh and for the KP Community Driven Local Development (CDLD) Policy and Programme. Given the capacity levels in Balochistan, it is indeed required to consider if additional support and technical assistance are required, as compared to Sindh and KP.</p> <p>The MEAL and MIS will ensure transparency and accountability in the CLLG Policy systems. This model was successfully implemented in KP and other provinces. These systems will counter the political economy drivers and ensure merit.</p> <p>The same Experts from KP have been engaged to design and initiate the model.</p>	This state-of-the-art MIS is a proven effective model and is currently being utilized in KP. The CLLG MIS will counter the 'political economy drivers.
12	The audit mechanism of programs is proposed to be exempted from purview of Auditor General under section 1.4.7 of policy & some later sections, which may not be legally possible. Finance department cannot exempt CLLG programs from audit by Auditor General & itself conduct the audit; besides Finance Department does not have any elaborate & fully functional audit mechanism/unit.	This section has been revised. Now, the CLLG Policy does not exempt CLLG interventions from audit by the Auditor General.	Section revised as suggested by FD in the updated Policy document.
13	Under section 2.1.2.2, the policy suggests that Government will finance the CLLG policy through regular budgetary allocations which will be increased overtime & donor funds will be added to the same, Currently there is one-line grant kept for Local Councils in annual budget. Due to financial constraints GoB is hardly able to provide for the grant, what to say	There will be dialogue and discussions on the LGRDD MTBF including any allocation for the CLLG Policy separately between LGRDD, FD, P&DD etc. Once GoB demonstrates its commitment to these policy reforms through institutional structures and allocation of funds, the development partners would also like to join hands with GoB.	There will be dialogue and discussions on the LGRDD MTBF including any allocation for the CLLG Policy separately between LGRDD, FD, P&DD etc. GoB demonstration of its commitment to these reforms; Policy approval, institutional structure, allocation of any funds etc. will attract donors to contribute to this innovative GoB platform.

SN	Comments	Responses from LGRDD/TA	Key Point/s, Action Taken, Remarks
	<p>of its enhancement. However, if donors provide/deposit funds into GoB Account No. 1 for the purpose, GoB can divert the said funds to local councils grant. As far as preparation of budget for local councils by Finance Department is concerned, it is not the mandate of Finance Department only but of LCGC & Government Also opening of any assignment account/revolving fund account is not covered under BLG Act, neither Finance Department can declare any Director of PIU or any other officer as DDO because it is the mandate of LGRD. Establishment of PIU & PCRC will contravene provisions of BLG Act & will also need funding if established at all. This department cannot comment on the same unless BLG Act has some provision for it Regarding any releases, LCGC is the competent forum to decide the grant distribution formula & Finance Department releases the approved share out of the grant to respective local councils as per their determined share, keeping in view the cash balance position in GoB Account No.1. No other method is currently viable nor legally covered under BLG Act Besides the grants distributed to local councils are released in their National Bank Accounts & not disbursed through DAOs hence DAOs cannot pre-audit the bills, neither record the expenditure in system.</p>	<p>As highlighted above, CLLG Policy should not be reviewed in light of BLGA in totality. CLLG is a separate governance framework, where GOB provides an enabling environment for community institutions (CIs) to play an effective role in the development process. Policy has its own implementation procedures. Assignment Account will be required for CLLG Policy and it has no direct formal connection with the BLGA. BLGA has its own resources and accounting mechanisms.</p>	<p>GOB CLLG Policy provides an enabling environment for community institutions (CIs) to play an effective role in the development process.</p> <p>CLLG Policy should not be reviewed in light of BLGA entirely. Policy has its own implementation procedures.</p>
14	<p>Under BLG Act, there is no PIU or DIU, as suggested at section 2.1.2.2.3, neither any funding source for them. Besides, their establishment needs to be approved through summaries/ SNEs instead of being through instant policy. The roles proposed for PIU or DIU need to be reanalyzed to avoid duplication/supersession of any of the functions of LGRD, BLGB, LCGC, etc.</p>	<p>As submitted above, CLLG Policy is a separate governance framework which has no direct implications/ dependence on the BLGA. The CLLG Policy will be approved by the Provincial Cabinet as separate regulation. The CLLG Policy including its institutional structure will be moved to Provincial Cabinet for approval through a summary. After the approval of the Policy, a summary may be moved for approval of the PIU and DIU. The most probable option is the development of a PC-I, covering PIU and DIU, which will be approved by the competent forum. Even if then, approval on summary would be required, it will be done according to Government procedures.</p>	<p>CLLG Policy, which will be approved by the provincial cabinet, is a separate governance framework that will work on its own strength.</p> <p>After the Policy approval, government procedures will be followed to establish various structures and systems under the Policy.</p> <p>The most probable option is the development of a PC-I, covering PIU and DIU, which will be approved by the competent forum.</p>
15	<p>Regarding the source of funding/financing CLLG policy, if</p>	<p>This point will be clarified during discussions on LGRDD MTBF including any allocation of</p>	<p>This will be discussed after approval of the CLLG Policy.</p>

SN	Comments	Responses from LGRDD/TA	Key Point/s, Action Taken, Remarks
	any funding from donors is provided it can be used to enhance existing grant in aid allocated for local councils.	funds for the CLLG Policy/ Programme and policy dialogues/ donors conference, after approval of the CLLG Policy.	
16	Selection & eligibility of CIs can best be determined by the respective local council as per the criteria given in relevant sections of the policy.	For the selection of priority investments, the CLLG PIM will use a simple transparent criteria-based selection process which will be automated and Excel-based (MIS-based). This Excel application has been tested using actual BRACE field data. The Chairperson of the Union Council and Secretary are part of the bottom-up plans that are developed by communities in a participative manner. Similarly, Chairman District Council is the chair of the JDDC forum, which approves the community institutes and projects.	The CLLG will have the most scientific and state-of-the-art criteria-based selection process which will be entirely automated (MIS-based).
17	Under section 2.1.2.5 of the policy, PCRC is proposed to be established at the provincial level and JDDC is to be established at the district level Such forums may be reviewed to avoid any contradiction of their roles with BLG Board, LCGC & respective District, Tehsil, Municipal & Union Council level councils.	As explained above, the CLLG Policy is separate governance and regulatory framework which will be approved by the provincial government and implemented on its own strengths. The PCRC is a policy steering committee which will provide policy guidance while JDDC is the district-level committee which will review progress and approve community projects.	The CLLG Policy is a distinct governance framework with its own institutional structure. These institutional structures have no role in the other GoB authorities e.g., BLGB Board, LCGC, and Local Councils.
18	For validation, evaluation, M&E, etc. any third-party hiring, or MEAL /MIS System must be re-analyzed so that they do not encroach up the legal mandate of respective councils under BLG Act	As explained above, CLLG M&E and MIS systems are only meant for CLLG Policy and have no implication whatsoever on the Balochistan Local Government System.	CLLG M&E and MIS systems are only meant for CLLG Policy and have no implication on the Balochistan Local Government System.
19	For internal audit, LGRD may hire services of any firm if provided under BLG Act; however, external audit is purely the domain of the Auditor General of Pakistan hence Finance Department cannot exempt the CLLG program from the purview of the Auditor General.	Agreed. AG Office will conduct its audit as per its domain. The hiring of a third-party external firm will be decided by PCRC following government procedures.	AG Office will conduct its audit as per its domain. The hiring of a third-party external firm will be decided by PCRC following government procedures.
20	Regarding PIM & some policy arrangements under it for CLLG, this department has not received any document, hence it cannot be commented on.	The complete draft of the CLLG PIM has been prepared and will be reviewed by relevant technical reviewers (A2/A3/Q4 2022)	PIM is in the development process and will be shared on completion with all the concerned departments/ stakeholders upon completion.

Annex 7

Comments

Social Welfare Department

(SWD)

And

**Balochistan Charities Registration and
Regulation Authority (BCRRA)**



Our Faith Corruption Free Pakistan
NO. FD SO (B-VI) 7-4/2022-23/189-90
GOVERNMENT OF BALOCHISTAN



081-9203038

NO.SO (Coord):2-18/SW/2022/V-IV/575
GOVERNMENT OF BALOCHISTAN
SOCIAL WELFARE, SPECIAL EDUCATION,
LITERACY, NON FORMAL EDUCATION
& HUMAN RIGHTS DEPARTMENT

SAY NO TO CORRUPTION

Dated Quetta, the 17th August, 2022. *Pf. note*

11/8

To



The Secretary,
Government of Balochistan,
Local Government & Rural Development Department,
Quetta.

22/8
Seay Board

Attention: The Administrative Officer (1), BLG Board.

Subject: - **FINALIZATION OF CLLG POLICY FRAMEWORK IN BALOCHISTAN.**

The undersigned is directed to refer to your letter no. 2-1032/2020(BLGB)A.O(B&A)/7801-7 dated 26th July, 2022, on the subject noted above and to state that Social Welfare Department has participated / attended regular meetings of the Working Groups (WG) and Sector Coordination Committee, (SCC) which was chaired under the chairmanship of worthy Secretary, Local Government Department. Further the draft of Community-Led Local Government Policy has been reviewed/checked and we have no objection.

Submitted for perusal and further necessary action.

(A.O B&A)
22/ Aug / 2022

K Sharif
(KHALID SHARIF)
Under Secretary (Coord)
17/08/22

Copy forwarded to:-

1. The PS to Secretary, Social Welfare Department Balochistan, Quetta.
2. M/File.



2987
22-8-22



NO.DG (GC) 01-01/BCRA/2022/ 6-8
DIRECTORATE GENERAL
BALOCHISTAN CHARITIES REGISTRATION
AND REGULATION AUTHORITY, QUETTA
OUR FAITH, CORRUPTION FREE PAKISTAN
Dated: Quetta the 25th November, 2022

To,

✓ The Team Leader,
BRACE TA Team Balochistan,
Quetta

Subject: **REVIEW OF THE GOB COMMUNITY LED LOCAL GOVERNANCE POLICY**

The Balochistan Charities Registration & Regulatory Authority (BCRA) remained an integral part of the consultation process for the development of the Community Led Local Governance (CLLG) Policy. We received the draft of the CLLG Policy for review. After review, we had a bilateral discussion with the Policy Experts of the Technical Assistance Team working on the CLLG Policy, where we provided the following inputs:

- i. Community-based Organizations / Community Institutions have to be registered under the Balochistan Charities Registration, Regulation, & Facilitation Act No. XI, 2019 or any other Government authorized entity or related Government legislation.
 - ii. Under Section 17 of the above Act, if there are any complaints of financial irregularities, BCRA is authorized to conduct an audit of that Community-based Organization/Community Institute.
2. The TA Team was advised to reflect the above dimension in the CLLG Policy.
 3. BCRA was also part and parcel of the Sectoral Coordination Meetings and we have already provided other inputs at previous stages of Policy consultations. Furthermore, BCRA will facilitate the CBOs/ CIs during the registration process to be engaged under the GoB CLLG Policy.


ABDUL FATEH

Director (Registration & Facilitation)
BCRA

Copy forwarded to:

1. Ps to DG, BCRA.
2. Office copy
3. M/ File

Annex 8

**Comments Women Development Department
(WDD)**



✓
To

No. WDD.SO(B&A)1-29/2022/698-703
GOVERNMENT OF BALOCHISTAN
Women Development Department
(Budget & Account Section)

Our Faith. Corruption-free Pakistan

Dated Quetta, the 11th August, 2022.

The Secretary,
Government of Balochistan,
Local Government & Rural Development Department,
Quetta.

Attention: The Administrative Officer (I), BLG Board.

Subject:- FINALIZATION OF CLLG POLICY FRAMEWORK BALOCHISTAN

The undersigned is directed to refer to your office letter No.2-1032/2020(BLGB)A.O(B&A)/7801-7 dated 26th July, 2022, on the subject noted above and to say that this Department has contributed during regular meetings of the Working Groups (WG) and Sector Coordination Committee (SCC), which were convened under the chairmanship of Secretary Local Govt. & Rural Development Department from time to time.

2. Further, the enclosed draft of Community- Led Local Governance (CLLG) Policy reviewed and needs no further comments on the part of this Department.


(ZAMAN ALI) 12-08
25
Section Officer (B&A)

CC:-

1. Focal person, BRACE, Local Govt. Department, Quetta.
2. Team Leader BRACE TA Team.
3. EUD/ Development Advisor, Islamabad.
4. PS to Secretary, GoB, Women Development:Department, Quetta.
5. PA to Additional Secretary, Women Development Department, Quetta.
6. Master File.

Annex 9

Comments

**Services & General Administration Department
(S&GAD)**

To,

The Team Leader,
BRACE TA.

Subject: TECHNICAL REVIEW OF DRAFT CLLG POLICY.

Please refer to the subject noted above and find enclosed herewith a draft policy duly examined and reviewed accordingly.

Feel free to approach the undersigned for further input (if any) please.

Dated Quetta, the 28th November, 2022

Copy of the letter retained for record.


(NOOR HUSSAIN BALOCH)

Annex 10

Possible Comments

Chief Secretary Office

(CS)

Annex 11
Technical Review
PFM/PPP Expert

Technical Review GoB CLLG Policy, CLLG Policy Framework (FW), and CLLG Policy Implementation Manual (PIM)

Technical Review Area: Public Finance Management

Technical Reviewer: Jehangir Khan Kakar, PFM Expert

Period of Review: October/November 2022

1		Key Technical Topics or Issues Reviewed	Reference to CLLG Policy or PIM Chapter
1	1	Topic/ Issue: Accounts for Policy Implementation Unit (PIU) and District Implementation Units (DIUs) to ensure smooth funds flow to CI projects.	CLLG Policy: Nil CLLG Policy Framework: 2.1.2.2 PIM: Chapter 2. Financial Procedures for CLLG Programme: Section: 2.4
1	2	Topic/ Issue: Re-allocation of unspent funds	CLLG Policy: - CLLG Policy Framework: 2.1.2.2 PIM: Chapter 2. Financial Procedures for CLLG Programme Section: Utilization of Unspent Funds and Recoveries
1	3	Topic/ Issue: Financial Discipline	CLLG Policy: - nil- CLLG Policy Framework: - nil- PIM: Chapter 2. Financial Procedures for CLLG Programme Section 2.3.2: Operational Budget
1	4	Topic/ Issue: Accounts submission and request for next installment by CI	CLLG Policy: - nil- CLLG Policy Framework: - nil- PIM: Chapter 2. Financial Procedures for CLLG Programme Section 2.1: Budget Planning
1	5	Topic/ Issue: PIU and DIUs not to create liabilities	CLLG Policy: - nil- CLLG Policy Framework: - nil- PIM: Chapter 2. Financial Procedures for CLLG Programme Section 2.5: Operational Budget Planning
1	6	Topic/ Issue: Provision for Revised Budget	CLLG Policy: - nil- CLLG Policy Framework: - nil- PIM:

:

			Chapter 2. Financial Procedures for CLLG Programme Section 2.7: Financial Reporting by Districts and CIs
1	7	Topic/ Issue: JDDC approval of any changes in budget	CLLG Policy: - nil- CLLG Policy Framework: - nil- PIM: Chapter 2. Financial Procedures for CLLG Programme Section 2.10: List of allowable operational expenditure

2		Summary Conclusions following Technical Review and the Way Forward towards Adoption of the Policy	
1	1	The Technical observations on PFM have all been incorporated in final draft of the CLLG Policy and chapter 2 of the CLLG Policy Implementation Manual.	
1	2	The Senior Technical Advisor PFM needs to once again review and do adjustments and elaboration of the financial procedures as required e.g. details of budgeting planning procedures, level of engagement of the ADLG and Chairman Union Council in the fund flow are being also discussed.	

:

Annex 12

Technical Review

Community Mobilization (CM) Expert

Technical Review GoB CLLG Policy, CLLG Policy Framework (FW), and CLLG Policy Implementation Manual (PIM)

Technical Review Area: SM/Livelihood Expert: SM/CE, Holistic Approach

Technical Reviewer: Muhamad Ali Aziz, SM/Livelihood Expert: SM/CE, Holistic Approach

Period of Review: October/November 2022

1		Key Technical Topics or Issues Reviewed	Reference to CLLG Policy or PIM Chapter
1	1	<p>Topic/ Issue: Provision of CIF Loan Committee</p> <p>The LSO establishes a CIF Loan Committee to manage the CIF operations. This is not mentioned in Chapter 7.</p>	<p>CLLG Policy: Nil</p> <p>CLLG Policy Framework: Nil</p> <p>PIM: Chapter 7: The CLLG Holistic Bottom-up Scio-Economic Development and Poverty Reduction Approach. Section: 7.3.4 (these numbers are expected to be revised.)</p>
1	2	<p>Topic/Issue: CIF Related Forms / Templates</p> <p>The following CIF related templates were suggested by the consultant for inclusion in the CIF chapter in PIM.</p> <ol style="list-style-type: none"> CIF Loan Approval Form CIF Loan Application Form Guarantee Resolution from VO for timely repayment of CIF loan by the borrower Objectives, composition and ToR of CIF Loan Committee Recommendation of CIF Loan Committee CIF Disbursement Register CIF Monthly Recovery Details <p>These templates will be reviewed and if found appropriate, will be included in the CIF Chapter.</p>	<p>CLLG Policy: Nil</p> <p>CLLG Policy Framework: Nil</p> <p>PIM: Chapter 7: The CLLG Holistic Bottom-up Scio-Economic Development and Poverty Reduction Approach. Section: 7.4.1</p>
1	3	<p>Topic/Issue: Provision of Community Resource Persons (CRPs)</p> <p>It is, therefore, suggested to budget enough CRPs to do follow up visits of CIs in each UC in the CLLG Programme.</p>	<p>CLLG Policy: Nil</p> <p>CLLG Policy Framework: Nil</p> <p>PIM: Chapter 7: The CLLG Holistic Bottom-up Scio-Economic Development and Poverty Reduction Approach. Section: 7.4.1</p>
1	4	<p>Topic/ Issues: CIF implementation in BRACE faced issues.</p> <p>BRSP and NRSP had challenges both in disbursement and recovery of CIF loans under BRACE Programme. Therefore, CLLG Programme team should consult field level insights and practical suggestions in streamlining CIF operations.</p>	<p>CLLG Policy: Nil</p> <p>CLLG Policy Framework: Nil</p> <p>PIM: Chapter 7: The CLLG Holistic Bottom-up Scio-Economic Development and Poverty Reduction Approach. Section: 7.5.1</p>
1	5	<p>Topic/ Issues: Amount of CIF and service charges</p>	<p>CLLG Policy: Nil</p>

		The average operational cost of CIF is around PKR 40,000 per month (Salary of CBK, travel cost of CBK, office stationary and photo copy charges, LSO office rent, travel charges of CIF Loan Committee etc.). Therefore, the amount of CIF should be PKR 5 million and above because it can then earn service charge income of around PKR 0.5 million @ 10 percent per year.	CLLG Policy Framework: Nil PIM: Chapter 7: The CLLG Holistic Bottom-up Scio-Economic Development and Poverty Reduction Approach. Section: 7.6.4
1	6	Topic/ Issues: Micro Health Insurance and availability of hospitals. Micro Health Insurance facility should be planned for only those Districts/Tehsils where government and private hospitals are available.	CLLG Policy: Nil CLLG Policy Framework: Nil PIM: Chapter 7: The CLLG Holistic Bottom-up Scio-Economic Development and Poverty Reduction Approach. Section: 7.8.4

2		Summary Conclusions following Technical Review and the Way Forward towards Adoption of the Policy	
1	1	The Technical observations on social mobilization and holistic bottom up socio-economic interventions are to be incorporated in the Policy Implementation Manual as part of the current revision of PIM.	
1	2	CIF Loan Committee related text will be added in chapter 7. TORs will also be included.	
1	3	Discussions will be held with selected managers from RPSs to build on their learnings and framing better CIF procedures.	
1	4	Initially, the CIF Amount was raised to PKR.10M. But this will increase the cost of this portfolio exponentially. In light of recommendation of the technical expert, CIF will be fixed at PKR. 5million.	

Annex 13.

Technical Review

**Legal/Legislation, Govt. Rules, & Service
Structure Expert**

Technical Review GoB CLLG Policy, CLLG Policy Framework (FW), and CLLG Policy Implementation Manual (PIM)

Technical Review Area: GoB, GoP Rules Regulations, Legal, Service Structure

Technical Reviewer: Mr. Noor Hussain Baloch, Expert in Govt. Rules, Legal aspects, & Service Structure

Period of Review: November, 2022

1		Key Technical Topics or Issues Reviewed	Reference to CLLG Policy or PIM Chapter
1	1	Topic/ Issue: Most of the changes suggested by the Mr. Noor Hussain were minor and were from legal and linguistic perspective.	CLLG Policy: Multiple CLLG Policy Framework: -Multiple PIM: All chapters Section: Multiple
1	2	Topic/ Issue: Hiring and Procurement The Director of the PIU, if chosen from govt. must be a senior officer not below grade- 17.	CLLG Policy: Nil CLLG Policy Framework: 2.1.2.2.4 PIM: Chapter 2, Financial Procedures for CLLG Programme Section: 2.7.6
1	3	Topic/ Issue: The GoB Legislative Framework The following information was omitted: The Balochistan Assembly has recently passed the Balochistan Local Government (Amended) Act, 2022, which formally acknowledges community institutions. This is a crucial development that will further strengthen the institutionalization of the community-led local development into GoB local governance.	CLLG Policy: Nil CLLG Policy Framework: 2.1.2.1 PIM: NIL Section: NIL
1	4		
1	5		

2		Summary Conclusions following Technical Review and the Way Forward towards Adoption of the Policy
1	1	The changes suggested by Expert have been incorporated in the CLLG Policy and Policy Framework document. Any changes required to align with the suggestion in the PIM will completed during current PIM review.
1	2	
1	3	

Annex 14

Technical Review

Inclusiveness Expert (Gender, Minorities, Transgender, PWSN)

Cross cutting theme already covered.

:

Technical Review GoB CLLG Policy, CLLG Policy Framework (FW), and CLLG Policy Implementation Manual (PIM)

Technical Review Area: Public Finance Management

Technical Reviewer: _____ **PFM Expert**

Period of Review: **October/November 2022**

1		Key Technical Topics or Issues Reviewed	Reference to CLLG Policy or PIM Chapter
1	1		
1	2		
1	3		
1	4		
1	5		
1	6		
1	7		

2		Summary Conclusions following Technical Review and the Way Forward towards Adoption of the Policy
1	1	
1	2	
1	3	

Annex 15

Technical Review

Local Government/Governance Expert

Technical Review GoB CLLG Policy, CLLG Policy Framework (FW), and CLLG Policy Implementation Manual (PIM)

Technical Review Area: Local Government/Governance Expert

Technical Reviewer: Mr. Gul Muhammad Mengal, Local Government/Governance Expert

Period of Review: October, November 2022

1		Key Technical Topics or Issues Reviewed	Reference to CLLG Policy or PIM Chapter
1	1	<p>Topic/ Issue: CIs engagement with the Local Councils</p> <p>According to the spirit of the Section 87, BLGA, the CIs and Local Councils needs to work closely. Therefore, the bottom up planning at the lowest administrative level i.e. UC should be participative and facilitated by the UC Chairman and Secretary. The community resolution along with UC/MC Development Plans should be authenticated by the Chairman and Secretary. Besides the CLLG Programme budget, the UC/MC DP should also prioritize projects that are to be funded from LCs budget. Similarly, other sources i.e. ADP through Line Depts, MPAs, MNAs etc. may also be invited to this participative issue's identification and prioritization process so that they can also commit to fund/resolve certain prioritized issues. In this manner, the CIs under CLLG Policy will be supporting the 'development planning', which is a major function of the LCs.</p>	<p>CLLG Policy: 1.4</p> <p>CLLG Policy Framework: 2.1.2.4.3</p> <p>PIM: Chapter: 5 Social Mobilization Roadmap</p> <p>Section: Bottom-up Plans (UC/MC Development Planning at CO, VO, LSO (UC/MC), tehsil and district levels</p>
1	2	<p>Topic/ Issue: Institutional Structure</p> <p>There are many committees and sub committees. Simplify the institutional structures.</p>	<p>CLLG Policy: 1.4.5</p> <p>CLLG Policy Framework: 2.1.2.5</p> <p>PIM: Chapter: 4 GOB CLLG Policy Institutional Framework</p> <p>Section: 4.1</p>
1	3	<p>Topic/ Issue: The PCRC Composition and TORs</p> <p>The PCRC Composition and TORs may be included in the main Policy Document. PIM is supposed to be approved in first PCRC meeting, soon after Policy approval. But if PCRC composition and TORs are not included in the Policy, who will approve the PIM. Therefore, PCRC should be included in the Policy document.</p>	<p>CLLG Policy: 1.4.5</p> <p>CLLG Policy Framework: 2.1.2.5</p> <p>PIM: Chapter: 4 GOB CLLG Policy Institutional Framework</p> <p>Section: 4.2</p>
1	4	<p>Topic/ Issue: Flow of information from MCs to ADLG for CLLG Policy/ Programme</p> <p>CLLG covers both urban and rural councils. ADLG is the focal person of CLLG Programme at district level. Rural areas/ UCs reports to ADLG, who in turn reports to DGLG for their regular business. However, Municipal Committees has Chairmen who reports to Mayor who in turn reports to Balochistan Local Government Board.</p> <p>The CLLG Programme cannot have two reporting lines. Also, urban areas are quite less than rural areas, therefore, urban</p>	<p>CLLG Policy: nil</p> <p>CLLG Policy Framework: 2.1.2.4.3</p> <p>PIM: Chapter: 4 GOB CLLG Policy Institutional Framework</p> <p>Section: 4.3</p>

:

		councils/ committees will also report ADLG, DIU in case of CLLG Policy/ Programme.	
--	--	--	--

Summary Conclusions following Technical Review and the Way Forward towards Adoption of the Policy		
1	1	Technical observations on integrated CI/LCs bottom-up development incorporated. Institutional structure simplified by removing the PROVINCIAL POLICY SUB COMMITTEE. The roles including inter departmental coordination, donor's engagement, technical and administrative trouble shooting will be done by PIU. Similarly, Technical Evaluation Committee (TEC) was omitted. The technical review of the community project proposals will now be evaluated by the technical staff of the DIU.
1	2	PCRC Composition and TORs included in the Policy document.
1	3	The PIM is to be further tweaked in line with the above suggestions

Annex 16

**Technical Review:
Community Institutions (CIs)
Registration and Regulations
Expert**

Technical Review GoB CLLG Policy, CLLG Policy Framework (FW), and CLLG Policy Implementation Manual (PIM)

Technical Review Area: Community Institutions (CIs) Registration & Regulations

Technical Reviewer: Mr Abdul Fateh, CI Registration & Regulations Expert

Period of Review: October/November 2022

1		Key Technical Topics or Issues Reviewed	Reference to CLLG Policy or PIM Chapter
1	1	<p>Topic/ Issue: Eligibility of Community Projects: CI Registration</p> <p>CIs have to be registered under Balochistan Charities Registration and Regulation Authority (BCRRA) or similar other Government entities authorized to register such CIs.</p>	<p>CLLG Policy: 1.4.1</p> <p>CLLG Policy Framework: 2.1.2.4.1</p> <p>PIM: Chapter-5: Social Mobilization Roadmap Section: 5.1.</p>
1	2	<p>Topic/ Issue: The CLLG Policy and CLLG Development Programmes Audit Requirements</p> <p>Furthermore, in case of any complaint of financial irregularity filed with the Balochistan Charities Registration and Regulation Authority (BCRRA), the Authority may engage an external auditor for the audit of that particular CI. (Section 17 of the Balochistan Charities Registration, Regulation, and Facilitation Act (BCRRFA), 2019)</p>	<p>CLLG Policy: Nil</p> <p>CLLG Policy Framework: 2.1.2.9</p> <p>PIM: Chapter-5: Social Mobilization Roadmap Section: 5.1.</p>
1	3		
1	4		
1	5		
1	6		
1	7		

2		Summary Conclusions following Technical Review and the Way Forward towards Adoption of the Policy
1	1	The technical inputs provided by the CI Re Registration and Regulation Expert were integrated in the GOB CLLG Policy and CLLG Policy Framework.
1	2	Point 1 is already integrated in the PIM. Poitn 2 will be integrated in PIM.
1	3	

Annex 17

The Way forward

THE WAY FORWARD

The steps below present a way forward, aiming at formal adoption by Cabinet of the CLLG Policy, by January 2023. This timing leaves Q1/Q2 2023 for OPERATIONALISATION and IMPLEMENTATION of the CLLG Policy. These steps, some to be taken in parallel, are elaborated in **Annex 17**.

CLLG Policy: The Way Forward

The Government of Balochistan Community Led Local Governance (CLLG) Policy is finalized and endorsed by the SPDC on 7 Sep, 2022 and is being submitted for approval to the provincial cabinet. The Policy is expected to be approved in a month period (Dec, 2022) however this may take more time. The period from Jan-Jun, 2023 is expected to be tremendously busy for Focal Office, BRACE, LGRDD and BRACE Technical Assistance team. Some of the activities to operationalize the CLLG Policy, after the approval of the Policy, are challenging and time consuming and dependent other action/activity.

Key activities to be performed by the BRACE TA during Jan-Jun, 2023 and their projected timelines are listed below:

- After the approval, a **launch event** will be conducted in January, 23 where donors/development partners will also be invited.
- Policy Implementation Manual (**PIM**) will be **finalized** in Feb, 23.
- In the meantime, **deliberations** will be held among LGRDD, P&D, FD on the LGRDD **MTBF** including Allocation for CLLG Policy Establishment and Operationalization (Jan-Mar).
- **First meeting of the PCRC** late Feb 23, where the Policy Implementation Manual will be approved and PCRC will be oriented on way forward and its endorsement will be garnered for initiation of the Policy establishment related actions (MTBF, Donors Engagement, PC-I, Financial Procedures).
- After approval in PCRC, the **PIM will be notified**. Soon after **JDDCs will also be notified** in Mar, 23.
- **Donor's conference, advocacy, bilateral meetings** will be held to fetch funds from potential development partners in Feb-Mar, 23.
- **TORs for MIS Firm, contracting, development and operationalization of MIS** will take place from Feb-Jun, 23
- **PC-I will be prepared** in Mar-May, which will cover the management cost of Policy Implementation Unit and associated costs.
- **TORs, contracting/ tender** documents for hiring **Community Mobilization NGO/s** will be held between Mar-Apr, 23 with LGRDD and other relevant GoB Department/ Authority.
- **Special financial procedures** will be approved including **alternative solution of CSR and procurement guidelines for CI projects**. **Assignment accounts** will be opened between Mar-May.
- **Establishment of the PIU** including HR, equipment, office, furniture, vehicle will be done in Mar-Jun.

:

- **Capacity building of BRDA, faculty members, master trainers, and provincial government officials** will be held from Apr, 23.
- **Preparation of Financing Agreement** with donors/ implementation partners and implementation of the CLLG Programme is expected from Jul. 23 onward.

A **flow chart** portraying the above flow of activities against expected timelines is provided below:

Timeline of Way Forward after SPDC of 7/9/22



Note: These are estimated timelines and may change as a result of delay in any of the above activities.

INSTITUTIONALIZATION

OPERATIONALIZATION

IMPLEMENTATION

1 28/11 - 2/12/22 **Official submission of the CLLG Policy draft from BRACE TA to Focal Office, BRACE, LGRDD.**
The BRACE TA Team submitted the draft GOB CLLG Policy to LGRDD, GoB on 1 Dec 2022.

2 21/11 -2/12/22 **Review of the CLLG Policy by BRACE Focal Office, LGRDD. Finalization of the Draft CLLG Policy, Policy FW and CLLG PIM Outline for presentation to relevant Competent Authorities: ACS/Dev, CS-Office, and to Cabinet for promulgation.**

1. Review of the CLLG Policy, Policy FW and CLLG PIM Outline by BRACE Focal Office, LGRDD. **Completed**
2. Finalization of the Draft CLLG Policy, Policy FW and CLLG PIM Outline: **Finalized**

3 21/11 – 2/12/22 **Preparation CLLG Policy PPT Presentations and Hand-outs for specific Audiences; Secretary LGRDD, ACS/Dev, CS Office, Cabinet, [Press/social media](#) #**

Draft Presentation prepared and submitted to Sec LGRDD for briefing the relevant Competent Authorities: ACS/Dev, CS-Office, and to Cabinet for promulgation. **Completed**

A detailed presentation and a brief were also prepared for other audience. **Completed**

4 Q4-2002+Q1-2023 TA to prepare **Schedule of CLLG Policy Dissemination Meetings** and related TA IE-Budget Estimates, and start Dissemination Meetings from 5/1/23 (In Quetta as much as possible at BRDA)

5 Q4 2022/Q1-2023 TA, LGRDD, PDD and EAD to investigate and propose EUD funding options for possible future GoB CLLG Development Projects/Programmes. Options; Project, Sector-Budget-Support, or EU Programme-Estimates funding

6 Q4 2022/Q2 2023 TA and LGRDD to identify CLLG Policy OPERATIONALISATION Measures, including (1) specification CLLG Programmes Institutional Set-up (Province/District), their RoBs, the SNE/Staff Positions, and Job Descriptions, and (2) specification of Operations and Development Budgets, to implement possible GoB CLLG Development Programmes. in selected/pilot Districts.

Key activities to be performed by the BRACE TA during Jan-Jun, 2023 and their projected timelines are listed below:

- After the approval, a **launch event** will be conducted in January, 23 where donors/development partners will also be invited.
- Policy Implementation Manual (**PIM**) will be **finalized** in Feb, 23.
- In the meantime, **deliberations** will be held among LGRDD, P&D, FD on the LGRDD **MTBF** including Allocation for CLLG Policy Establishment and Operationalization (Jan-Mar).
- **First meeting of the PCRC** late Feb 23, where the Policy Implementation Manual will be approved and PCRC will be oriented on way forward and its endorsement will be garnered for initiation of the Policy establishment related actions (MTBF, Donors Engagement, PC-I, Financial Procedures).
- After approval in PCRC, the **PIM will be notified**. Soon after **JDDCs will also be notified** in Mar, 23.
- **Donor's conference, advocacy, bilateral meetings** will be held to fetch funds from potential development partners in Feb-Mar, 23.
- **TORs for MIS Firm, contracting, development and operationalization of MIS** will take place from Feb-Jun, 23
- **PC-I will be prepared** in Mar-May, which will cover the management cost of Policy Implementation Unit and associated costs.
- TORs, **contracting/ tender** documents for hiring **Community Mobilization NGO/s** will be held between Mar-Apr, 23 with LGRDD and other relevant GoB Department/ Authority.
- **Special financial procedures** will be approved including **alternative solution of CSR and procurement guidelines for CI projects**. **Assignment accounts** will be opened between Mar-May.
- **Establishment of the PIU** including HR, equipment, office, furniture, vehicle will be done in Mar-Jun.
- **Capacity building of BRDA, faculty members, master trainers, and provincial government officials** will be held from Apr, 23.
- **Preparation of Financing Agreement** with donors/ implementation partners and implementation of the CLLG Programme is expected from Jul. 23 onward.

7 Q4 2022/Q2 2023 **TA and LGRDD to identify CLLG Policy IMPLEMENTATION Measures**, including: (1) Selection and GoB/EUD Approval of CLLG Development Pilot Districts (2) Activation of relevant CLLG SNE Positions, in Province and in the pilot Districts, (3) Timely releases of Operations & Development Budgets, to start Implementation in the Pilot Districts.

Listed under 6 above.