

# COMMUNITY LED LOCAL GOVERNANCE POLICY

IMPLEMENTATION MANUAL



Government of Balochistan



**COMMUNITY  
LED  
LOCAL  
GOVERNANCE  
POLICY**

**I M P L E M E N T A T I O N   M A N U A L**





The Government of Balochistan Community Led Local Governance (CLLG) Policy Implementation Manual is published by the Local Government and Rural Development Department with technical support from the European Union (EU) funded Balochistan Rural Development and Community Empowerment (BRACE) Technical Assistance Team.

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The European Union (EU) Delegation is extending technical support to the Government of Balochistan for the formulation and implementation of the Community Led Local Governance (CLLG) Policy within the framework of the BRACE Programme (2017-2023) through DAI Global.

The overarching aim of the BRACE Programme is to empower communities as equal partners in enhancing service delivery and improving their socio-economic conditions, thereby fostering increased citizen trust in governmental institutions.

It is essential to note that this document has been generated with the financial backing of the EU Delegation. However, the content herein rests solely with the BRACE Program and cannot, under any circumstances, be construed as representing the official stance of the European Union Delegation.



I would like to express my sincere gratitude to the multitude of individuals, departments, and organisations whose constant support was fundamental for developing the Community Led Local Governance (CLLG) Policy Implementation Manual. This manual serves as an extensive operational guide that will enable the Policy stakeholders to effectively implement the Government of Balochistan (GOB) CLLG Policy.

Our thanks go to the citizens of Balochistan, who have actively participated in the community-led governance process, and whose profound insights and feedback have informed the development of this manual.

The formulation of this policy manual is enriched by the collective wisdom garnered from extensive experiences in Community Driven Development, within Balochistan, Pakistan, and across the globe. We deeply value the contributions of our Balochistan Rural Development and Community Empowerment (BRACE) Programme partners, including the Rural Support Programmes (RSPs), whose dedicated efforts have transformed BRACE into a proven, effective model, giving us the confidence to institutionalize the BRACE approach, and the Technical Assistance team of DAI Global for their invaluable support during the formulation of the Government of Balochistan (GOB) Community Led Local Governance (CLLG) Policy and Policy Manual. Their unwavering commitment and guidance have been instrumental in shaping this GOB CLLG Policy Implementation Manual.

Lastly, we would like to express our sincere appreciation to the European Union (EU) Delegation for their ongoing technical and financial support, which helped to make these Policy Guidelines a reality, setting the stage for the successful implementation of the CLLG Policy in Balochistan.

We hope that these guidelines will serve as a valuable resource for all stakeholders involved in the implementation of the CLLG policy, and that it will contribute to the achievement of our shared goal of promoting participatory and inclusive governance in Balochistan.

Dostain Khan Jamaldini  
Secretary LG&RDD, Government of Balochistan

# ACRONYMS

|        |   |                                                             |
|--------|---|-------------------------------------------------------------|
| CLLG   | - | Community-Led Local Governance                              |
| BRACE  | - | Balochistan Rural Development and Community Empowerment     |
| PIM    | - | Policy Implementation Manual                                |
| EU     | - | European Union                                              |
| TA     | - | Technical Assistance                                        |
| DAI    | - | Development Alternatives Incorporated                       |
| LG     | - | Local Government                                            |
| LG&RDD | - | Local Government & Rural Development Department             |
| CIF    | - | Community Investment Funds                                  |
| UC     | - | Union Council                                               |
| CPI    | - | Community Physical Infrastructure                           |
| IGG    | - | Income Generating Grants                                    |
| TVET   | - | Technical, Vocational and Education Trainings               |
| PIM    | - | Policy Implementation Manual                                |
| NGO    | - | Non-Government Organisation                                 |
| RSPN   | - | Rural Support Programmes Network                            |
| RSP's  | - | Rural Support Programs                                      |
| DP     | - | Development Plan                                            |
| FD     | - | Finance Department                                          |
| P&DD   | - | Planning and Development Department                         |
| BRDA   | - | Balochistan Rural Development Academy                       |
| JDDC   | - | Joint District Development Committees                       |
| WDD    | - | Women Development Department                                |
| BCRRA  | - | Balochistan Charities Registration and Regulation Authority |
| SWD    | - | Social Welfare Department                                   |
| CMST   | - | Community Management Skills Training                        |
| LMST   | - | Leadership Management Skill Training                        |
| LSO    | - | Local Support Organisation                                  |
| VO     | - | Village Organisation                                        |
| CO     | - | Community Organisation                                      |
| GoB    | - | Government of Balochistan                                   |
| MEAL   | - | Monitoring, Evaluation, Accountability, Learning            |

|       |   |                                                             |
|-------|---|-------------------------------------------------------------|
| BLGA  | - | Balochistan Local Government Act                            |
| CIs   | - | Community Institutions                                      |
| PCRC  | - | Policy Coordination and Review Committee                    |
| BCDGS | - | Balochistan Comprehensive Development and Growth Strategy   |
| MIP   | - | Micro Investment Plans                                      |
| LCFC  | - | Local Council Finance Commissioner                          |
| SDGs  | - | Sustainable Development Goals                               |
| PSDP  | - | Public Sector Development Program                           |
| DDSP  | - | District Development Strategy and Plan                      |
| HH    | - | Household                                                   |
| UCDP  | - | Union Council Development Plan                              |
| ALNS  | - | Adult Literacy and Numeracy Skills                          |
| MIS   | - | Management Information Systems                              |
| IPs   | - | Investment Plans                                            |
| ALCs  | - | Adult Literacy Centers                                      |
| PIU   | - | Policy Implementation Unit                                  |
| PCRC  | - | Policy Coordination and Review Committee                    |
| DIU   | - | District Implementation Unit                                |
| CI    | - | Community Institution                                       |
| LCCG  | - | Local Council Grant Committee                               |
| HR    | - | Human Resource                                              |
| BCRRA | - | Balochistan Charities Registration and Regulatory Authority |
| BPPRA | - | Balochistan Public Procurement and Regulatory Authority     |
| RD    | - | Rural Development                                           |
| MTBF  | - | Medium Term Budgetary Framework                             |
| TPV   | - | Third-Party Validation                                      |
| PPIU  | - | Provincial Policy Implementation Unit                       |
| PSC   | - | Poverty Scorecard                                           |
| PWDs  | - | Persons with Disabilities                                   |
| SM    | - | Social Mobilisation                                         |
| DDSP  | - | Development Strategy and Plan                               |
| MHI   | - | Micro Health Insurance                                      |

|       |   |                                              |
|-------|---|----------------------------------------------|
| CAT   | - | Community Awareness Toolkit                  |
| DDP   | - | District Development Plan                    |
| VDPs  | - | Village Development Plans                    |
| UCDPs | - | Union Council Development Plans              |
| TDPs  | - | Tehsil Development Plan                      |
| CBOs  | - | Community Based Organisations                |
| CSOs  | - | Civil Society Organisations                  |
| NPOs  | - | Non-Profit Organisations                     |
| GMS   | - | Gender Mainstreaming Strategy                |
| PMU   | - | Project Management Units                     |
| PWSN  | - | People With Special Needs                    |
| LD    | - | Local Department                             |
| TEC   | - | Technical Evaluation                         |
| DDAC  | - | District Development Advisory Committees     |
| PPP   | - | Public Private Partnership                   |
| DMU   | - | District Management Units                    |
| CRP   | - | Community Resource Persons                   |
| RMP   | - | Resource Mobilisation Plan                   |
| SECP  | - | Securities Exchange Commission of Pakistan   |
| SMT   | - | Social Mobilisation Team                     |
| QACP  | - | Quality and Control Plans                    |
| QAQC  | - | Quality Assurance and Control Plan           |
| CAPI  | - | Computer Assisted Personal Interviews        |
| MALT  | - | Management, Advocacy and Leadership Training |
| DCU   | - | District Coordination Unit                   |
| LSON  | - | Local Support Organisation Network           |
| UCDP  | - | Union Council Development Plans              |
| CNIC  | - | Computerized National Identity Card          |
| DRR   | - | Disaster Risk Reduction                      |
| TSDP  | - | Tehsil/Sub-division Development Plan         |
| PMP   | - | Project Management & Procurement             |
| CDD   | - | Community Driven Development                 |

|       |   |                                                           |
|-------|---|-----------------------------------------------------------|
| DWSS  | - | Drinking Water Supply Schemes                             |
| MRN   | - | Material Received Note                                    |
| CBK   | - | Community Book Keeper                                     |
| PMC   | - | Project Management Committee                              |
| PAC   | - | Project Audit Committee                                   |
| O&MC  | - | Operations and Maintenance Committee                      |
| SO    | - | Social Organizer                                          |
| EPA   | - | Environmental Protection Act                              |
| CSR   | - | Composite Schedule of Rates                               |
| MRS   | - | Market Schedule Rate                                      |
| IRR   | - | Internal Rate of Return                                   |
| NPV   | - | Net Present Value                                         |
| RV    | - | Revenue Village                                           |
| MRN   | - | Material Received Note                                    |
| SMEDA | - | Small and Medium Enterprise Development Authority         |
| TNA   | - | Training Need Assessment                                  |
| NCHD  | - | National Commission for Human Development                 |
| EDF   | - | Enterprise Development Fund                               |
| NCHD  | - | National Commission for Human Development                 |
| IGP   | - | Income Generating Plan                                    |
| PDIA  | - | Problem Driven Iterative Adaptation                       |
| ADLG  | - | Association for Development of Local Governance           |
| DAO   | - | Decentralized Autonomous Organisation                     |
| PFC   | - | Provincial Finance Commission                             |
| BCCRA | - | Balochistan Charities Registration & Regulation Authority |
| PCO   | - | Provisional Constitutional Order                          |
| O&M   | - | Operation & Management                                    |
| PFM   | - | Public Financial Management                               |
| PTSMC | - | Parent Teacher School Management Committee                |
| PCC   | - | Pakistan Christian Congress                               |
| DWSS  | - | Drinking Water Supply Scheme                              |
| TOR   | - | Terms of Reference                                        |

|      |   |                                          |
|------|---|------------------------------------------|
| CB   | - | Cantonment Board                         |
| MPA  | - | Member of the Provincial Assembly        |
| TA   | - | Travelling Allowance                     |
| DA   | - | Daily Allowance                          |
| BPS  | - | Basic Pay Scale                          |
| DD   | - | Deputy Director                          |
| AD   | - | Assistant Director                       |
| MNA  | - | Member of the National Assembly          |
| NPIO | - | New Partnerships Initiative Organisation |
| PHE  | - | Public Health Engineering                |
| COI  | - | Country of Origin Information            |
| PPAF | - | Pakistan Poverty Alleviation Fund        |
| NOC  | - | No Objection Certificate                 |
| MOU  | - | Memorandum of Understanding              |
| BLGC | - | Balochistan Local Government Committee   |
| WASH | - | Water Sanitation Hygiene                 |
| BISP | - | Benazir Income Support Programme         |
| TOR  | - | Terms of Reference                       |
| EPI  | - | Expanded Program on Immunisation         |
| BHU  | - | Basic Health Unit                        |





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# Chapter 1

## Introduction to CLLG Policy and Policy Implementation Manual



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# **Chapter-1. Introduction to CLLG Policy and the Policy Implementation Manual**

## **1.1 CLLG Policy Background**

### **1.1.1 The Balochistan Rural Development and Community Empowerment (BRACE) Program**

The Balochistan Rural Development and Community Empowerment (BRACE) Programme (2017-2022) is a strategic and innovative development Programme being implemented in 09 districts (10 since Killa Abdullah is split into 2) of Balochistan to (a) increase access to and quality of the frontline public services and alleviate poverty at household level through community engagement. The BRACE Programme is funded by the European Union (EU) and implemented by three Rural Support Programmes (RSPs), DAI Global, and Oxford Policy Management (OPM). The BRACE IPs and the TA collaborate closely with the Lead GoB counterpart, the Local Government & Rural Development Department (LG&RDD) at provincial level, and with District Administration at district level.

The overall objective of the BRACE Programme 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 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 BRACE Programme, through its socio-economic model has been instrumental in organizing and empowering communities, through an innovative and holistic community mobilisation approach that covers, identifying and rebuilding community prioritized physical infrastructure, enhancing the social and human capital of Communities through Technical and, Vocational and Education Trainings (TVET), creating livelihood opportunities through Income Generating Grants (IGGs) and Community Investment Funds (CIF), and building sustainable institutional structures at Village, UC and District levels. This holistic and innovative approach has transformed the development landscape in the targeted districts. The EU funded TA is tasked to capture this approach in an innovative GoB Community Led Local Governance (CLLG) Policy by providing technical assistance to the provincial government particularly the LGRD Department, GoB.

### **1.1.2 The CLLG Policy**

The Government of Balochistan has institutionalized the BRACE community- led local governance model in the shape of a Policy to make the participative development process a regular feature of the developmental efforts by the provincial government. The BRACE TA Component is mandated to assist the GoB in designing an innovative Provincial Community-Led Local Governance (CLLG)

Policy that institutionalizes the collective action approach by the district level stakeholders, as well as attempt to create synergies between GoB top-down development investments and bottom-up community-identified socio-economic development interventions & actions.

The objective of the GoB CLLG Policy is to provide an enabling environment, in which mobilized and empowered communities become equal partners of local government authorities and institutions, to jointly develop local development plans that are more responsive to community priority needs, and to execute development investments that contribute to improved social services delivery and sustainable poverty reduction.

The GoB CLLG Policy is a fiscal and regulatory framework that enables communities to access public funds for addressing their basic needs and contributes to the improvement of the frontline public services delivery and socio-economic conditions. Offering opportunities to the community to autonomously identify and prioritize their issues, propose solutions, and providing them with financial and technical resources enhances the trust of the citizens over the State. This unconventional approach results in strengthening governance at the local level. The CLLG Policy empowers the local communities to identify, implement and sustain various development investments including Community Physical Infrastructure (CPI), Income Generating Grants (IGG), Community Investment Funds (CIF), and Technical & Vocational Education Training (TVET) for livelihood enhancement and economic wellbeing.

### **1.1.3 The Policy Implementation Manual (PIM)**

The CLLG Policy and the CLLG Policy Framework provide a broader context on how organized communities can be engaged in the development process. On one hand, CLLG Policy results in increasing effectiveness in front-line public service delivery, while on the other hand, it creates livelihood opportunities for economic uplift of the underprivileged targeted population. However, to practically operationalize the CLLG Policy, detailed procedures were developed in the form of a CLLG Policy Implementation Manual which enables the GoB and its CLLG stakeholders to roll out the CLLG Policy. Some CLLG implementation arrangements necessitate the development of new Government Policy procedures or notifications, while others required adjustment of the existing NGO/RSP tools/procedures to make them eligible for adoption by the Government system as elaborated in this Policy manual.

Any community-led development project being carried out in Balochistan to adhere to the arrangements, and implementation processes as outlined in the GoB CLLG Policy and Policy Implementation Manual (PIM). The PIM explains financial procedures, fund flow arrangements, the composition, and terms of reference of various Policy institutional structures, the social mobilisation and socio-economic road map, the monitoring and reporting arrangements to be followed, and other process and procedures to guide implementation of any project/Programme under the GoB CLLG Policy.

This Policy manual serves as a dynamic and evolving resource. The innovative CLLG Policy embodies a sophisticated model that may yield diverse outcomes when applied across different regions. While this manual adeptly captures historical insights, the process of implementation may unveil novel scenarios not explicitly covered herein.

Any emergent issues encountered in the field, beyond the scope of the existing GOB CLLG Policy and its Implementation Manual, will undergo meticulous scrutiny by the technical experts of the Policy Implementation Unit (PIU). Subsequent to this review, comprehensive guidelines will be formulated under the auspices of the Local Government Department. As stipulated by the CLLG Policy, the Secretary LG&RDD holds the authority to oversee this process.

These fresh directives and guidelines will seamlessly integrate into the forthcoming volume of the Policy manual. Additionally, a periodic review of this manual will be undertaken, either annually or biennially, as practicality permits.

#### **1.1.4 Policy Provision**

Although the GoB CLLG Policy is triggered by the EU-funded BRACE Project, it should not be interpreted as a project document for the EU-funded community-led development project. The GoB CLLG Policy, contrarily, is an institutional arrangement of GoB intended to promote and formalize community engagement in the development process for improved governance. The GoB CLLG Policy will be applicable to the entire province of Balochistan and is not time limited. Any Program under the GoB CLLG Policy shall be implemented according to the Policy framework and the procedures outlined in this manual.

The GoB through the CLLG Policy Framework has put in place the required fiduciary, budgeting & accounting checks & balances, and the monitoring and performance assessment systems to implement several community-led development projects/programs transparently and effectively, under the GoB CLLG Policy. The programs under the CLLG Policy may not be linked to one donor, rather, the CLLG Policy Framework seeks to mobilize all development partners/donors who wish to support the GoB in community-led local development. The CLLG Policy aims to encourage bringing all development partner (DP) support “on-budget”. The CLLG Policy Framework will allow for flexible partners and donors support, a development partner could contribute to one or more district based CLLG development projects and/or fund certain components of a CLLG development Programme, depending in the donor/development partner’s aid strategy. The GoB CLLG Policy also aims for GoB funds/budgets, to be allocated specifically for community-led local development, to be regulated at provincial level by the CLLG Policy, and at district level by the Joint District Development Committees (JDDCs).

Partners / donors can bring projects contributing to one or more components of the Policy e.g., Social Mobilisation, Community Physical Infrastructure (CPI), Community Investment Fund (CIF), Income Generating Grant (IGG), and

Technical and Vocational Education Training (TVET) and other need-based community-led development interventions. This Policy promotes a formal role for all community organisations that meet the social mobilisation and registration requirements as stipulated in this manual.

## **1.2 The CLLG Policy Stakeholders**

The Community Led Local Governance (CLLG) is an innovative and challenging Policy which desires for all potential stakeholders to play their respective role in an active manner, to ensure smooth execution of any community-led local development (CLLD) project under the CLLG Policy. The potential CLLG Policy / Programme stakeholders include:

### **1.2.1 Primary Stakeholders:**

- a) Government of Balochistan (GoB) in the lead:
  - i. Local Government and Rural Development Department (LG&RDD)- Custodian of the CLLG Policy
  - ii. Finance Department (FD)
  - iii. Planning and Development (P&D) Department
  - iv. Balochistan Rural Development Academy (BRDA)
- b). The European Union (EU) Delegation and other Donors providing financial and/or technical support to the GoB for the CLLG Policy and community led development projects/programmes.
- c) Community Institutions (CIs)

### **1.2.2 Secondary Stakeholders:**

- a) The Line Departments will play an active role as part of the institutional structure at provincial and district levels and collabourate with CIs in the JDDC meetings to identify & create synergies to achieve common objectives.
- b) The Women Development Department (WDD) will identify opportunities for increased inclusiveness and gender mainstreaming at all levels. This includes participation of women in the committees and projects award to women and minority.
- c) The Balochistan Charities Registration and Regulation Authority (BCRRA) and Social Welfare Department (SWD) will collabourate with district administration and LGRDD to ensure ease of business during registration of the community institutions.
- d) Private sector or business community that will benefit from the proposed plans developed by community institutions or whose services / guidance may be required by the focal authority to support a particular approved plan.
- e) Other Community Based Organisations (CBOs) / Non-Profit Organisations (NPOs) who can provide their services / guidance to the community institutions in areas or sectors where they hold significant experience or as suggested by the relevant forum.



- f) Independent third-party research or consulting firms, for monitoring or audits of the CLLG policy implementation.
- g) Print and Electronic Media will play a vital role in creating awareness, providing information, facilitating public participation, monitoring implementation progress, and bridging communication gaps during implementation of CLLG Policy/Programme.

# Chapter 2

## GoB CLLG Policy Legal Framework



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## Chapter-2. GoB CLLG Policy Legal Framework

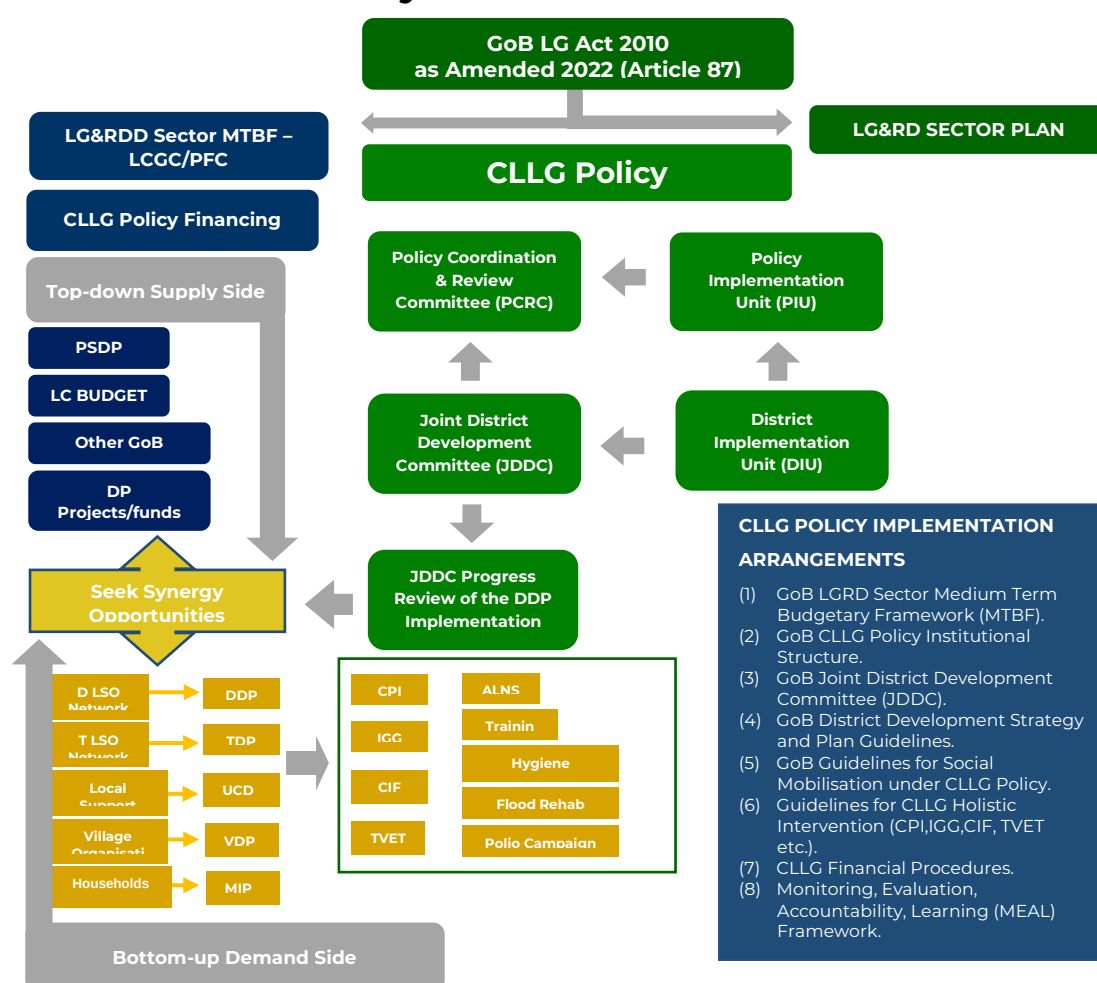
### 2.1 The Balochistan Local Government Act, 2010

Balochistan Local Government Act (BLGA) 2010 The Balochistan Local Government Act (BLGA) 2010 as amended in 2022 under Section 87 formally acknowledges Community Institutions (CIs). This is a crucial development that will strengthen institutionalization of the community-led local development into GoB local governance. The Balochistan Government achieved a notable milestone by becoming the first province in the country to grant legal protection to Community Institutions (CIs) through the Local Government Act 2010.

The amendment in Section 87 of the BLG Act, V of 2010 added a new paragraph which states: *Provided that a Local Council, subject to approval of the Local Government Board, may engage Registered Community Based Organisations (CBOs)/ Community Institutions (CIs) in its local area development or execute such projects funded by the Donor Organisations/ Agencies.*

The CLLG Policy is an extension of Section 87 of the BLGA 2010, as amended in 2022. This policy establishes a substantial opportunity for community development investment from the Government of Balochistan (GoB) and donors/development partners, creating a significant avenue for progress.

### 2.2 The GoB CLLG Policy Framework



The diagram above captures the key components of the CLLG Policy Legal Framework as follows:

- Starting from the bottom-left quadrant, under the bottom-up demand side, the communities are organized into Village Organisation (VO), federating into Local Support Organisations (LSOs), and further amalgamated into Tehsil LSO Network and District LSO Network. Under the CLLG Policy/Programme, these organized Community Institutions (CIs) develop bottom-up development plans comprising of identified and prioritized community needs including Community Physical Infrastructure (CPI), Community Investment Funds (CIF), Income Generating Grant (IGG), and Technical and Vocational, Education Training (TVET) interventions. It also includes soft activities like facilitation of the rural women to develop their CNICs, awareness campaigns on health and hygiene, support Health Department in resolving polio refusal cases, trainings, support to rehabilitation efforts for the flood affectees etc.
- The top-down GoB and development partner's investments in the top left quadrant which may come in the shape of Public Sector Development Program (PSDP), Local Councils budgets, resources from development partner's projects and other GoB funds to address community prioritized needs highlighted by the bottom-up bottom-left quadrant.
- The synergies between the bottom-up community interventions and top-down GoB and development partners investment will be coordinated by the JDDC under the CLLG Policy. Identification and progress review on the synergy creation between the two sides is the function of JDDC captured in the lower- central part of the diagram.
- The upper central quadrant captures the institutional arrangement for the CLLG Policy/ Program which steer, guide, and oversee the entire implementation under the CLLG Policy through the Policy Implementation Arrangements captured in the bottom-right quadrant of the diagram. These implementation arrangements will enable implementation of the CLLG Policy on ground.
- Finally, the CLLG Policy Framework explains the implementation arrangements by which the CLLG Policy will function, as illustrated in the box at bottom right.

To further strengthen the community engagement in the local government system, the GoB may propose further amendments in future to the BLGA in consultation with key stakeholders.

## **2.3 Local Government Sector Plan**

The GoB LGRD Sector Plan is to be fully aligned with the CLLG Policy and the CLLG Policy Framework, and vice versa, as both fall under the mandate of the LG&RD Department. The BLG Act 2010 Amendments, provides the legal context and cover, firstly by clarifying the legal status of Community Institutions on Local Government governance, and secondly by clarifying the LG&RD Sector functional domains. The GoB LGRD Rules of Business and a GoB LG&RD Sector Plan will provide the development scenario context and the direction for the CLLG Policy, by specifying that community-led local developments will mainly take place in the domains covered by the LGRDD Rules of Business (RoB) and a LG&RD Sector Plan.

The GoB LGRD Sector Plan is a spatial and sector planning document that will guide the LGRD Department to carry out its mandated functions. The domain of the LGRD Plan will revolve around the Fifth Schedule of Balochistan Local Government Act 2010, which elaborates 'Compulsory' and 'Optional' functions of both the 'Urban' and 'Rural' councils. Areas of intervention under the 5<sup>th</sup> schedule, which has direct implications on the lives of beneficiaries and / or where the Government and other partners can capitalize on the mobilized, organized and capacitated CIs, which may include:

### **2.3.1 Urban Councils (Compulsory functions)**

- a. Public Health
- b. Water Supply
- c. Drains
- e. Animal and Cattle
- f. Education
- g. Public Safety
- h. Town Planning
- j. Streets
- k. Arboriculture

### **2.3.2 Rural Councils (Compulsory functions)**

- a. Public works
- b. Public Health
- c. Education
- d. Agriculture Development and Economic Welfare
- f. Drainage
- g. Livestock and Dairy Development
- h. Culture
- i. Public Safety
- j. Other functions
- k. Rural Development

The Local Government & Rural Development Department (LG&RDD) further added that the LG & RD Sector Plan should also provide guidance on strategic and creative interventions, as outlined below: Technological Solutions for landfill sites of solid waste in line with environmental safeguards to minimize potential hazards posed by open dump sites, hospital waste as well as other pollutants. CIs may support in raising public awareness for proper disposal of waste.

- Launching special programs for uninterrupted service delivery and improvement of streets, sewerage and drainage infrastructure, solid waste machinery and street lighting etc. CIs may facilitate access to and improvement of service delivery, improvement and maintenance of streets, sewerage and drainage infrastructure etc.
- Promoting sources of livelihood through Model livestock and agriculture interventions. CIs may facilitate in providing baseline data, identifying farmers for model livestock and agriculture interventions.
- Piloting integrated solid waste management models, behaviour change communication and awareness on solid waste disposal. CIs can collaborate and play a vital role in raising awareness and changing behaviours on these crucial environmental issues.

## **2.4 Scope of CLLG Policy Community Mobilisation Interventions and Community Led Investments and their linkage to GoB Line Department and Local Government Development Investments**

In line with Section 87 and the fifth schedule of the Balochistan LG Act 2010 and the to be developed LG&RD Sector Plan, a series of community mobilisation interventions and community-led development investment, as prioritized by communities, will be regulated under the CLLG Policy.

The CLLG Policy, and the CLLG Policy implementation arrangements and subordinate notifications, all captured in the CLLG Policy Implementation Manual will specify the implementation procedures to be followed to implement community mobilisation interventions and community-led development investment.

In line with the capacity of the community institution and the prioritized needs of these CIs, the community-led interventions and investment will most likely be of a small and medium scale, as the communities has limited capacities and can only implement these types of interventions. Two or more CIs may collabourate for a medium scale project/intervention to benefit larger communities. Where applicable these community-led interventions and investment will be aligned with the GoB Line Departments district-based investments. This alignment with the Line Departments will ensure an enhancement of the delivery of their social services, because the CI have a strong outreach into the communities and connection to the HHs and citizens. The alignment may also entail co-funding, component-sharing arrangements, and the CLLG Policy under the relevant implementation arrangement will regulate the funding and construction, operation and implementation sharing of joint projects between the departments, other non-government stakeholders in a district and the relevant community institution.

For huge projects, which require sophisticated technology or engagement of a major professional contractor, and which are implemented at District level by the Line Departments, it is not foreseen that the Community Institutions will seek alignment, as the CI do not have the capacity to participate in such huge or complex projects. The CLLG Policy and the relevant CLLG Policy implementation arrangements specify the scope and provide Joint District Development Committee (JDDC) guidelines on the types of Line Department Projects for which synergy and complementarity with the CI local development investments, would be most appropriate. However, the PCRC may identify, without compromising the basic CLLG policy principles, specific large size Line Department schemes that would benefit from mobilized communities and their outreach to HHs and citizens and may then instruct and issue guidelines to that effect.

An indication of Line Department and Local Government development investments that will benefit from mobilized communities and their outreach to

HHs and citizen may include community water supply, sanitation, street sewerage, and drainage, cleanliness and integrated solid waste, hospital waste management infrastructure, machinery and dumping sites, tree plantation, health and hygiene, missing facilities at schools and health centers, community-managed irrigation channels, women centers, disaster protection arrangements, small bridges, link roads, community based innovative renewable energy solutions (solar lighting systems etc.), training, capacity building, and skills enhancement, livelihood and enterprise development interventions, model livestock, and agriculture interventions, dairy and fisheries, adult literacy and numeracy, micro health insurance, cemetery, worship facility etc.

## **2.5 GOB Community-Led Local Governance (CLLG) Policy**

The CLLG Policy provides an enabling environment to facilitate the mobilisation and empowerment of communities to become government partners in the development reforms. The local government system in Balochistan is based on a two-tier structure<sup>1</sup> of rural District Office Local Councils and Local Union Councils, with each level having its defined functions and service responsibilities. The LG Act 2010 as amended 2022, in Article 87, formally introduces a third tier, the Community Institutions (CI), which are to function with the Union Council in an instigated manner, enabling the direct participation of mobilized citizens in the GoB Local Governance systems. This will significantly increase citizen's trust in the system and hence contributing to improved governance, accountability, responsiveness, and more effective and efficient frontline public service delivery.

Involving mobilized Community Institutions will also strengthen GoB resolve to achieve development pillars 1, 2, 5 and 6 of the GoB Comprehensive Development and Growth Strategy (BCDGS 2020-2026) and most of the 17 Sustainable Development Goals (SDGs) and their accompanying 169 targets actively ensuring "Leaving No One Behind".

## **2.6 CLLG Policy Implementation Arrangements**

The Community Led Local Governance (CLLG) Policy will be implemented using the following implementation arrangements, each of which is elaborated in a separate chapter of this CLLG Policy implementation manual:

### **2.6.1 The GoB CLLG Funding and Budgetary Framework:**

This arrangement will specify and regulate the full range of possible resources, from various sources. It will regulate the management of

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<sup>1</sup> Pakistan is a federal republic with three tiers of government: national, provincial, and local. Local government is protected by the constitution in Articles 32 and 140-A, and each province has its own local-government-enabling legislation and ministries responsible for implementation. District councils and metropolitan corporations are respectively the highest rural and urban tiers of local government in the provinces. Both urban and rural local government have two or three tiers in all provinces except Khyber Pakhtunkhwa, where councils are not identified as either urban or rural. The BLG Act 2010 identifies the following rural tiers: District Office Local Councils and Local Union Councils, with no Tehsil level of Local Governing Councils, and a Divisional Coordinating Committee for Inspection and approving of Local Elected Bodies. For urban areas there are; the Municipal Committee (Pop: 15.000-100.000), the Municipal Corporation (Pop: 100.000 – 500.00) and the Metropolitan Corporation (Pop:> 500.000)



possible development partner loans/grants, and GoB grants provided to Local Councils under the Local Council Finance Commissioner (LCFC). The CLLG funding and budgetary framework will provide transparent mechanism and facilitate the smooth flow of fund from province to district and then to communities. The Framework will advise on creating provision for fund flow to mobilized and registered community institutions, for the community projects.

### **2.6.2 The CLLG Institutional Framework at Provincial and District levels:**

At the provincial and district levels, the CLLG institutional framework outlines the organisational structures to be staffed and capacitated with required resources. This includes provincial and district level institutional set-up to review and recommend refinement to the Policy procedures, review progress on projects, and also approve community projects under the CLLG Policy. The framework will ensure smooth implementation, and management of the CLLG Policy and all CLLG development programmes or projects under its domain.

### **2.6.3 Joint District Development Committee (JDDC):**

The Joint District Development Committee (JDDC) is one linchpin forum at district level which will ensure coordinated implementation of the CLLG Projects according to the CLLG Policy and associated standard procedures and guidelines. It includes representatives from all of the district's line departments, as well as community institutions and other relevant partners and stakeholders.

### **2.6.4 The District Development Strategy and Planning:**

Implementation of three-tiered social mobilisation structure results in capacitated community institutions (CIs), and these VOs and LSOs produce their bottom-up development plans that directly address their prioritized needs at village, UC, tehsil, and district levels. Similarly, the GoB designs top-down investments, as sector (PSDP) or area development plans, also addressing the needs of communities, and of sectoral or specific spatial areas, aiming at improved delivery of the public services by the government institutions. The Joint District Development Committee (JDDC) ToR and the District Development Strategy and Plan (DDSP) Guidelines are two key district level implementation arrangements of the provincial Community Led Local Governance (CLLG) Policy Framework, which are intended to bring together the bottom-up and the top-down development plans, i.e. to integrate enable Community-led development in district level governance and district development planning, and thereby ensure creating synergies between the bottom-up and top-down development investments.

The CLLG Policy is implemented at district level by the Joint District Development Committee (JDDC), which will identify the synergy linkages, to make the developmental efforts more effective and

sustainable. The JDDC provides the platform where GoB line departments meet community institutions, share their development plans and efforts, and find the areas of cooperation and collaboration. This collective action approach gives the Government agencies an outreach to the communities, which they would not have otherwise. Similarly, the GoB can provide the mobilized CIs access to, and utilisation of Government resources and infrastructure, which can increase the quality, effectiveness and sustainability of the community development projects.

### **2.6.5 The CLLG Social Mobilisation Roadmap:**

The CLLG Policy is based on a three-tier social mobilisation model, as applied by the Rural Support Programs (RSPs), and covers (1) the beneficiary HH level Community Organisations (CO) with 15-20 members, often with male and female groups, which are federated upward into (2) Village Organisations (VO), and these are again federated upward into (3) Local Support Organisations (LSO) at UC level, and even up to the district-level Local Support Organisation Network. This model ensures quality engagement of the communities, mobilizing them into empowered organisations, building their capacities for effective bottom-up planning in technical and vocational skills, so that they can play their active role in improving the public service delivery and economic uplift of their respective communities.

### **2.6.6 The Holistic Bottom-up Socio-Economic Development and Poverty Alleviation Roadmap:**

The holistic approach strengthens the social, human, institutional, economic and physical/infrastructural capacity of the citizens and communities:(1) by providing community mobilisation support, that develops institutional/social capital through creation of sustainable VO/LSO organisations, which can capture their needs in VDP, UC/MC DPS and District-LSO Development Plans. Notably, community mobilisation also encompasses education, health, support for persons with special needs, and general or topic-specific awareness campaigns, such as voter registration, which directly contribute to a community's institutional/social capital. The holistic approach then strengthens the economic potential and ability via a package of interventions comprising (2) Income Generating Grants (IGG), (3) Community Investment Funds (CIF), (4) Technical and Vocational Education Training (TVET), (5) Adult Literacy and Numeracy (ALNS), (6) the development of Community Physical Infrastructure (CPI) schemes, which will improve public service delivery by the government institutions, provide livelihood opportunities and enable the targeted communities to play vigorous role in taking their families out of poverty, (7) Enterprise Development, and similar other interventions where GoB can build on the mobilized and organized community institutions e.g. climate change mitigation and resilience,

disaster response and risk reduction, flood mitigation, displaced persons etc. The CLLG Policy aims to secure funding and ensure implementations of mechanisms for all tangible capacity building support measures, to be realized in a targeted community.

#### **2.6.7 The CLLG Monitoring, Evaluation, Accountability, and Learning (MEAL) Framework:**

To ensure that the resources allocated for any project under the CLLG Policy are utilized in best interest of the target communities, a multi-layered, robust monitoring, evaluation, accountability and learning mechanism is developed. This will not only ensure monitoring of progress on regular basis but will also gauge the positive impacts created by the projects. As a separate activity, the MIS based MEAL System capable of capturing all steps of a project cycle i.e., planning, management, reporting, maintenance of all major Programme components including CPI, IGG, CIF, TVET, ALNS, and other components required for implementation of the CLLG Policy and the CLLG Projects/Programmes.

# Chapter 3

## Financial Procedures for CLLG Programme



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## **Chapter-3. Financial Procedures for CLLG Programme**

The CLLG Policy requires flexible financial procedures to implement the holistic bottom-up socio-economic and poverty alleviation interventions including but not limited to Social Mobilisation, Community Physical Infrastructures (CPI), Income Generating Grants (IGG), Community Investment Funds (CIF), Micro Health Insurance (MHI), Adult Literacy Centers (ALCs) etc., where funds are to be paid in advance as the voluntary community organisations do not have resources to implement projects/activities entirely out of their pocket.

Therefore, the following financial procedures will be followed to ensure maximum transparency and convenience in the flow of funds:

### **3.1 Establishment of Financial System**

On request of LG&RDD, the CLLG fund will be established by the Finance Department (FD) which shall allocate an amount as Grant-in-Aid in the non-development budget along with the other grants allocated for the Balochistan Local Government both in case of the programmatic component/s implementation through line departments/ institutions or through an implementation partner.

### **3.2 Budget Planning**

At the start of each financial year, an annual financial plan aligned with the annual workplan will be prepared by the Policy Implementation Unit (PIU), in consultation with the districts. The Policy Coordination and Review Committee (PCRC) shall review and approve the annual financial plan and annual work plan preferably before the start of each financial year.

Subsequently, Policy Implementation Unit (PIU) and District Implementation Units (DIUs) will prepare their annual district financial plan aligned with their respective workplans, duly approved by the JDDC. District financial plans will cover budgets required for field implementation.

On a quarterly basis or as and when required, a release request will be prepared by the districts and submitted to PIU. PIU will compile release requests from districts, add its own financial need and submit to LG&RDD. LG&RDD will authorize and forward the request to the Finance Department directly in case allocation in the current non-development expenditure or through the Planning and Development Department, if the scheme or project has been allocated under the development budget in provincial PSDP. The Finance Department will authorize funds for utilisation to the respective provincial and district assignment accounts, intimating all concerned.

In case, the field activities with community institutions are implemented by GoB, the subject funds shall be sanctioned/released by the respective ADLGs directly to the bank accounts of the successful CIs through cheques, by drawing simple receipt bills through the DAO and fulfilment of the requirements as per GoB

financial rules and CLLG Policy implementation procedures. The DAO will ensure pre-audit requirements, funds availability in the relevant head, and update expenditure records in the system. The said payment will be processed on an abstract payment basis, and each CI will be responsible for submitting fully vouched accounts along with a request for further releases.

In case of field implementation by an implementation partner, IP shall also submit its financial plan aligned with the Workplan to DIU. DIU will compile and send one fund request attached with the district financial plan and 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 availability in the relevant head, and update expenditure records in the system. The said payment will be processed on an abstract payment basis, and IP and each CI will be responsible for submitting fully vouched accounts along with a request for further releases.

### **3.3 Distribution of Funds Among Districts and Among UCs**

For distribution of funds among districts and further among union councils the following process will be used:

#### **3.3.1 Distribution of Funds Among Districts:**

The following formula will be used for the distribution of funds among Programme districts:

The updated Local Council Finance Commission (LCFC) funds distribution formula, as derived and approved, will be followed for funds distribution among districts under CLLG Policy. The existing LCFC formula for funds distribution with indicators and respective weightages for Rural and Urban councils is as under.

| <b>Urban Councils</b> |                   |
|-----------------------|-------------------|
| <b>Indicators</b>     | <b>Percentage</b> |
| Population            | 55%               |
| Area                  | 0                 |
| Poverty               | 10%               |
| Revenue               | 15%               |
| Municipal Services    | 10%               |
| quality               | 10%               |

| <b>Rural Councils</b> |                   |
|-----------------------|-------------------|
| <b>Indicators</b>     | <b>Percentage</b> |
| Population            | 55%               |
| Area                  | 10%               |
| Poverty               | 10%               |
| Revenue               | 15%               |
| Municipal Services    | 0                 |
| Equality              | 10%               |

These indicators and their scores are subject to change. Any changes, notified by the provincial government, will supersede the above. Furthermore, the PFC



formula, whenever notified by the GoB may be considered by the PCRC for replacing the LCGC formula.

### **3.3.2 Distribution of Funds among UCs**

For working out the shares of the individual UC in the target districts, population shall be the sole criterion as calculated based on last preceding census officially published.

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$$\text{Funds of UC} = \text{Total district funds in particular year} \times \frac{\text{Population of UC}}{\text{Total population of the district}}$$

---

## **3.4 Operational and Development Budgets**

The CLLG funds are bifurcated into two broad categories i.e., Developmental Budget and recurrent Non- Developmental Budget.

### **3.4.1 Developmental Budget:**

Once any CLLG Programme is fully functional, at least 85% of the total CLLG fully funded Programme will be allocated for developmental activities unless changed by PCRC. Efforts will be made to spend 50% of the developmental funds on projects managed by or benefitting women and girls. To ensure further inclusivity, 5% of the developmental funds will be earmarked for projects submitted by or benefitting minorities, PWDs, elderly, transgender, other underprivileged segments of the society. The PCRC may change these allocations as appropriate.

### **3.4.2 Operational Budget:**

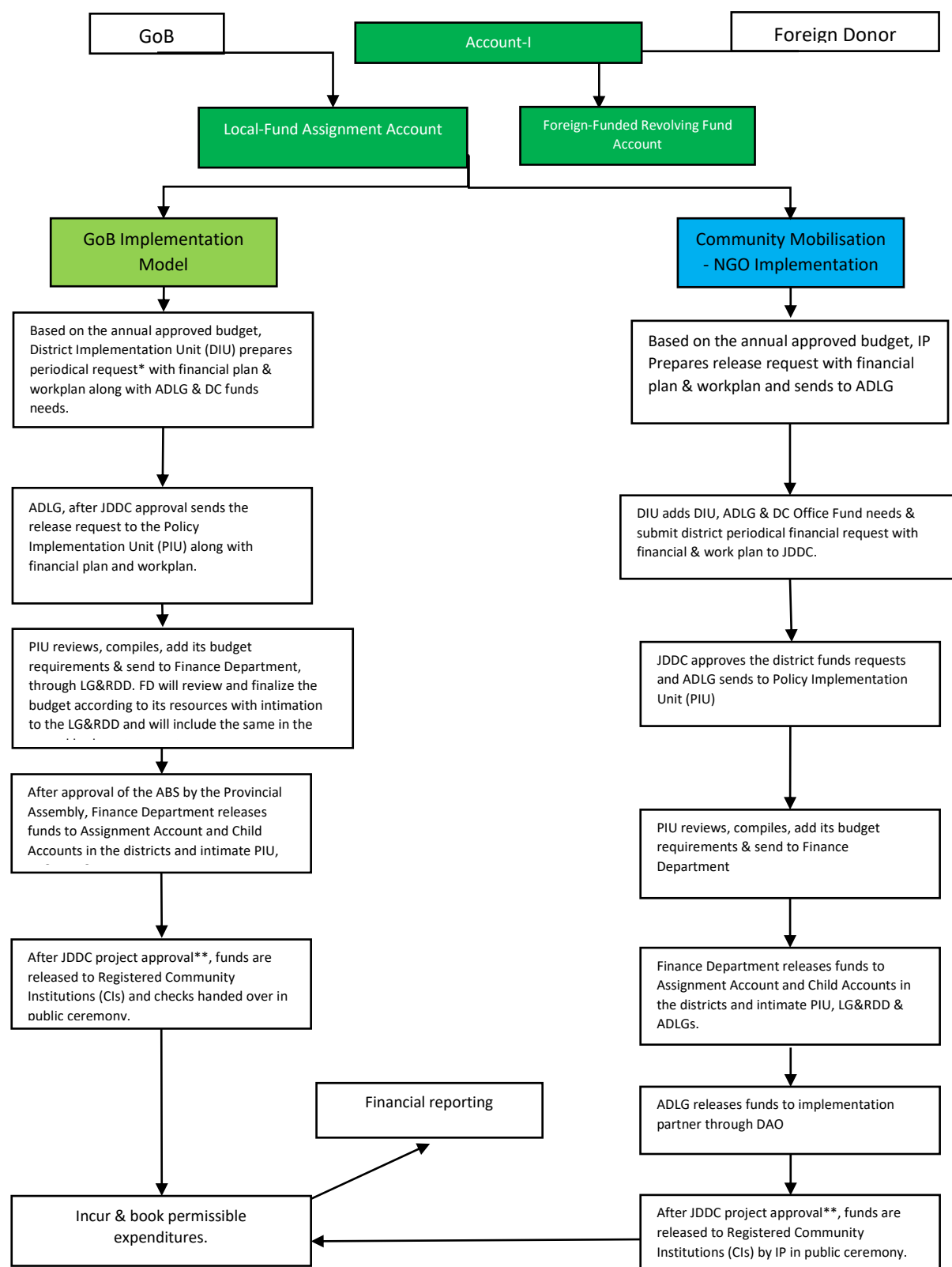
On average, funds earmarked to meet recurrent costs should not exceed 10% of the total CLLG allocated budget during a year, once a full fledged Programme is operationalized under the CLLG Policy. The recurrent budget will cover salaries and associated costs of HR and operational cost for PIU, DIUs, CLLG-related costs of districts administration, line departments, Commissioner office, and the LGE&RDD at provincial and district levels.

The PIUs and DIUs shall ensure not to create liabilities and commit any amount ahead of allocation and confirmation of releases. Moreover, the PIUs and DIUs shall not make any new expenditure having permanent nature, for example, the creation of new posts or the purchase of assets without the prior approval of the Policy Coordination and Review Committee (PCRC).

The log frame will capture relevant indicators and scores, which will be assessed on an annual or biennial basis as decided by the PCRC or with donor as part of the financing agreement.



### 3.5 Funds Flow Arrangements for CLLG Programme



\*Before JDDC could approve project, there are detail procedures and criteria for projects identification, prioritization and technical and social feasibility. Details are provided in chapter 5, 7, and 8.

\*\* Or on need-basis subject to utilisation of 75% of the developmental funds already released.

### 3.5.1 Fund Flow in Case of Implementation Partner:

If the Government decides to engage an implementation partner for one or more programmatic component/s, the organisation has to be registered with Balochistan Charities Registration and Regulatory Authority (BCCRA) under the BCRR Act, 2019 or with the Securities Exchange Commission of Pakistan under the section 42 of Companies Act 2017 or any other notified Government institution. The organisation should have a successful track record in similar projects in the relevant field. The fund flow procedures in case of field implementation by an implementation partner are provided below:

#### 3.5.1.1 Fund Flow from Finance Department to Implementation Partner:

The following stepwise process will be followed:

1. Based on the JDDC-approved annual district workplan, and annual financial plan, the implementation partner/s (IP/s) will submit funds release requests to District Implementation Unit (DIU), at the districts ADLG Office. The funds request will be accompanied by a financial plan with operational and component-wise programmatic costs and workplan. DIU, ADLG Office will add its government district budget needs and workplan for the period and submit a consolidated funds request to JDDC for approval. After, JDDC approval, the funds request will be sent to Policy Implementation Unit (PIU) in the Local Government and Rural Development Department (LG&RDD).
2. PIU, LG&RDD will review the funds request and workplan from districts in line with annual budgets, add PIU budget, and prepare a consolidated funds request and workplan, and submit it to Finance Department through LG&RDD.
3. The Finance Department will release funds to the Assignment Account of PIU and districts child accounts with intimation to PIU, LG&RDD, ADLGs, and IP/s.
4. On the advice of ADLG, the DAOs will release funds to their respective IPs. The DIUs, and IPs, after incurring permissible expenditure, will record and submit a financial report (on the following performa) along with a physical report to the PIU, LG&RDD. This report will be attached with a financial request, detailed financial plan, and work plan for the next period.

| Financial Reporting Performa:<br>Implementation Partner: _____ for the month _____ |             |                 |                   |                |                 |                             |                                    |                        |                |
|------------------------------------------------------------------------------------|-------------|-----------------|-------------------|----------------|-----------------|-----------------------------|------------------------------------|------------------------|----------------|
| Description                                                                        | Object Code | Original Budget | Additional Budget | Revised Budget | Amount Released | Expenditure till Last Month | Expenditure till the Current Month | Cumulative Expenditure | Budget Balance |
| Developmental Funds                                                                |             |                 |                   |                |                 |                             |                                    |                        |                |
| Sub-total Development Budget                                                       |             |                 |                   |                |                 |                             |                                    |                        |                |
| Non-Development Expenditure                                                        |             |                 |                   |                |                 |                             |                                    |                        |                |
| Sub-total non-                                                                     |             |                 |                   |                |                 |                             |                                    |                        |                |

|             |  |              |  |  |              |  |  |  |
|-------------|--|--------------|--|--|--------------|--|--|--|
| development |  |              |  |  |              |  |  |  |
| Total       |  |              |  |  |              |  |  |  |
|             |  | Prepared By: |  |  | Verified By: |  |  |  |

| Object wise report of district_____ for the month of_____ |                 |                   |                |                 |                             |                                    |                        |                |
|-----------------------------------------------------------|-----------------|-------------------|----------------|-----------------|-----------------------------|------------------------------------|------------------------|----------------|
| Object Code & Description                                 | Original Budget | Additional Budget | Revised Budget | Amount Released | Expenditure till Last Month | Expenditure till the Current Month | Cumulative Expenditure | Budget Balance |
|                                                           |                 |                   |                |                 |                             |                                    |                        |                |

| Scheme wise report of district_____ for the month of_____ |                 |                   |                |                 |                             |                                    |                        |                |
|-----------------------------------------------------------|-----------------|-------------------|----------------|-----------------|-----------------------------|------------------------------------|------------------------|----------------|
| Project Description                                       | Original Budget | Additional Budget | Revised Budget | Amount Released | Expenditure till Last Month | Expenditure till the Current Month | Cumulative Expenditure | Budget Balance |
|                                                           |                 |                   |                |                 |                             |                                    |                        |                |

- PIU, LGRDD will review, compile, and submit the next funds request to Finance Department and Finance Department will release funds and intimate PIU, LG&RDD, Districts and IPs in similar manner.
- The CLLG PIU, DIUs, and IPs will incur expenditures according to the government financial procedures. For procurement, PIU and DIUs will follow Balochistan Public Procurement and Regulatory Authority (BPPRA), Rules 2014. The IP shall submit quarterly and annual financial reports and any other reports in their TORs and as and when required by the Government.

### 3.5.1.2 Funds Release from Implementation Partner/s (IP/s) to Community Institutes (CIs):

- After following the component-wise procedures provided in the respective chapters of this manual (project approval by JDDC and agreement signing), CIs will submit fund request to IP/s district office along with all prerequisites e.g., copy of agreement, CI resolution for release of first and subsequent installment, progress made (in case of 2nd and final installment) etc.
- The respective technical team shall review and validate the request and forward it to the finance section for release of cheque on the CI bank account title. These cheques will be handed over to CIs preferably in public ceremony at district or tehsil level through Chairman District Council/ Deputy Commissioner or at least in presence of two CI representatives. Pictures of the handing and taking over event will be recorded and attached with respective reports.
- The CI, after permissible expenditure, will submit a physical and financial report and fully vouched account with the request for the next instalment until the project is completed according to the procedures provided in this Policy Implementation Manual.

- The field implementation will be monitored by the multi-layered monitoring mechanism provided in the MEAL chapter. However, the Chairman District Council, Deputy Commissioner, ADLG, and District Implementation Unit (DIU) will have a major role to ensure that taxpayers' money is utilized in a cost-effective manner. The third-party validation and verification TORs will also include robust monitoring of the field activities from physical and financial aspects.

### 3.5.2 Fund Flow in Case of Programmatic Implementation by Government:

If the Government decides to implement one component or entire programmatic component/s by the LG&RDD with support from relevant line departments, institutions, and district administration, the following stepwise process will be followed:

#### 3.5.2.1 Funds Release from Finance Department to Policy Implementation Unit (PIU) and Districts:

- Funds request with financial plan and workplan, will be submitted by District Implementation Unit (DIU) to Policy Implementation Unit (PIU) in the Local Government and Rural Development Department (LG&RDD). The budget and funds request will include funds required for the offices of the ADLG and Deputy Commissioner according to a formula approved by the PCRC. Districts can send requests for developmental funds only on utilisation of 75% of the developmental funds already released.
- PIU, will review, compile, add its own budget budgets, in shape of a consolidated funds request. This funds request, along with a consolidated financial plan, and utilisation report will be submitted to the Finance Department through the relevant section of the LG&RDD.
- Finance Department will release funds to the CLLG assignment account at the provincial level and district child accounts. The PIU, LG&RDD and districts.
- The DIUs, after incurring permissible expenditure, will record and submit a financial report (on the following performa) along with the physical report to the PIU, LG&RDD. This report will be attached with the funds' request, workplan, and financial plan for the next period.

| Financial Reporting Performa:       |             |                 |                   |                |                 |                             |                                    |                        |                |
|-------------------------------------|-------------|-----------------|-------------------|----------------|-----------------|-----------------------------|------------------------------------|------------------------|----------------|
| District: _____ for the month _____ |             |                 |                   |                |                 |                             |                                    |                        |                |
| Description                         | Object Code | Original Budget | Additional Budget | Revised Budget | Amount Released | Expenditure till Last Month | Expenditure till the Current Month | Cumulative Expenditure | Budget Balance |
| Developmental Funds                 |             |                 |                   |                |                 |                             |                                    |                        |                |
| Sub-total Development Budget        |             |                 |                   |                |                 |                             |                                    |                        |                |
| Non-Development Expenditure         |             |                 |                   |                |                 |                             |                                    |                        |                |
| Sub-total non-development           |             |                 |                   |                |                 |                             |                                    |                        |                |
| Total                               |             |                 |                   |                |                 |                             |                                    |                        |                |
| Prepared By:                        |             | Verified By:    |                   |                |                 |                             |                                    |                        |                |

| Object wise report of district_____ for the month of _____ |                 |                   |                |                 |                             |                                    |                        |                |
|------------------------------------------------------------|-----------------|-------------------|----------------|-----------------|-----------------------------|------------------------------------|------------------------|----------------|
| Object Code & Description                                  | Original Budget | Additional Budget | Revised Budget | Amount Released | Expenditure till Last Month | Expenditure till the Current Month | Cumulative Expenditure | Budget Balance |
|                                                            |                 |                   |                |                 |                             |                                    |                        |                |

| Scheme wise report of district_____ for the month of _____ |                 |                   |                |                 |                             |                                    |                        |                |
|------------------------------------------------------------|-----------------|-------------------|----------------|-----------------|-----------------------------|------------------------------------|------------------------|----------------|
| Project Description                                        | Original Budget | Additional Budget | Revised Budget | Amount Released | Expenditure till Last Month | Expenditure till the Current Month | Cumulative Expenditure | Budget Balance |
|                                                            |                 |                   |                |                 |                             |                                    |                        |                |

### 3.5.2.2 Funds Release from Districts to Community Institutes (CIs):

1. After following the component-wise approval procedures provided in the respective chapters of this manual (project approval by JDDC and Agreement Signing), CIs shall submit their first instalment request on the given template attached with necessary documents (CI resolution etc.) to DIU through field staff. The DIU technical staff shall review/validate the request and put it on a note sheet and submit it to ADLG attached with a complete project file holding necessary documents etc., copy of JDDC approval, copy of the agreement, CI registration, bank account and verified signatories, pre-feasibility, and other necessary documents.
2. After pre-audit by the concerned Accounts Officer under the assignment account and forward to the ADLG for approval, after which the concerned Accounts Officer will prepare a cheque in favor of the title of CI as soon as possible but not later than one week after the request for payment was first submitted.
3. These cheques will be handed over to CIs preferably in a public ceremony at the district or tehsil level through the Chairman District Council/ Deputy Commissioner or at least in presence of two CI representatives. Pictures of the handing/taking over event will be recorded.
4. The CI after permissible expenditure, submit physical and financial reports and fully vouched accounts, with a request for the next instalment until the project is completed according to the procedures provided in the respective chapter of this Policy Implementation Manual. Request for next instalment will be attached with community resolution demanding next payment, MBs (in case of CPI), and brief physical and financial report, which will be verified by the relevant staff.
5. Prior to the release of the third/final instalment, the physical work in case of CPI, progress on recoveries in case of CIF, grants effective utilisation in case of IGC etc. should be verified by the relevant technical staff at DIU and is found completed with quality and within the project cost.

### 3.6 List of Allowable Operational Expenditure:

A list of allowable objects (expenditure) under the CLLG Programme is given below:

| Object Descriptions                     | Purpose                                                                                                           |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Telephone and trunk calls               | Landline telephone monthly bill, internet charges                                                                 |
| Utility charges                         | Electricity / Gas charges                                                                                         |
| Rent for office building                | Rent of office/s for CLLG-related staff only                                                                      |
| Travelling charges                      | Including Govt. Officials travelling charges for coordination / divisional meetings/trainings in other districts. |
| POL charges                             | To be used only for vehicles hired for CLLG project staff.                                                        |
| Stationary                              | Stationery items                                                                                                  |
| Payments to others for service rendered | Consultancy fee                                                                                                   |
| Repair & Maintenance of transport       | Repair of vehicles, office building, furniture and fixtures.                                                      |
| Entertainment Charges                   | Tea/Refreshment charges of JDDC/Progress Review/Coordination meetings                                             |
| Printing and Publication                | Printing, billboards, banners, measurement book, CIs Registers etc.                                               |
| Advertisement and Publicity             | Advertisement charges,                                                                                            |
| Purchase of Furniture and Fixture       | Furniture for CLLG staff.                                                                                         |
| Hardware                                | Computers, Printers, Scanners, Generators etc. for CLLG project staff.                                            |
| Others                                  | Cost indirectly related to CLLG activities                                                                        |

Expenditure in the above heads of accounts shall be reflected in the annual budget as approved. In case any other type of expenditure is required to be incurred, the same shall be submitted with justification and reason to the PCRC for its consideration and approval.

### 3.7 Hiring and Procurement under the CLLG Policy

Staff for the CLLG PIU and DIU will be hired from the open market through a competitive recruitment process. The Director of the PIU may be hired from the open market or a senior local government officer with related qualifications and experience can be posted as Director, PIU with the approval of PCRC. If the Director is having additional charge, he will be provided project allowance, while in case of transfer posting the incumbent will be eligible to draw pay and allowances of the post. The Balochistan Public Procurement Regulatory Authority (BPPRA) Rules, 2014 will be followed in the procurement of the community

mobilisation NGO, third-party audit firm, or other goods or services required. Similarly, all the items related to the office establishment/ operations of CLLG PIU and DIU shall also be procured in accordance with BPPRA Rules, 2014. However, flexibility will be regarded in case the donor requests for following its procurement methods and processes in case of foreign-funded projects and shall be specifically mentioned in the project documents and grant agreement. Further guidelines on 1.9 are provided in Chapter 5 of the GOB CLLG Policy Finance Manual.

### **3.8 Utilisation of Unspent Funds and Recoveries**

Upon completion of projects, any amount left in CI bank account shall be used for further extension of the project with prior approval of JDDC, if the community raises such need. Otherwise, the amount shall be reserved in the CI account for O&M of CLLG projects with JDDC approval.

If an amount has been released to CI and CI is not willing to complete the agreed milestones, the social and technical teams will try their level best to make the CI work. If CI is not willing, then such cases will be forwarded to JDDC for administrative action against the CI's office bearers for the recovery of government funds in accordance with existing government rules and regulations.



# Chapter 4

## The GoB CLLG Policy Institutional Framework





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## **Chapter-4. The GoB CLLG Policy Institutional Framework**

The entire CLLG policy implementation arrangement will be built around the CLLG Policy institutional skeleton elaborated in this chapter. This institutional structure ensures the operationalization and smooth implementation of the CLLG Policy according to the laid down procedures. The CLLG Policy institutional arrangement is comprised of two levels i.e., provincial and district level.

Chaired by the Additional Chief Secretary (Dev:) (ACS-Dev:), the Policy Coordination and Review Committee (PCRC) shall act as high-level steering committee tasked to provide strategic direction to the implementation, management, and review of the CLLG Policy. The PCRC shall provide overall guidance and ensure that projects implemented under the CLLG Policy adhere to the Policy principles. Based on lessons learned and feedback received from the field implementation, PCRC will recommend revisions to the CLLG Policy, and its implementation procedures. A Policy Implementation Unit (PIU) shall manage and extend technical support to the Policy and any Programme/s thereunder. Internally, it coordinates the Programme/s with provincial departments, Balochistan Rural Development Academy (BRDA), District Implementation Units (DIUs), and Joint District Development Committees (JDDCs). Externally, it harmonizes Policy/Programmes with third party validation firm, field implementation partners, donors, and communities. PIU will also provide secretarial services to the PCRC.

The actual implementation of programmatic activities under the CLLG Policy will take place at district & sub district level. Therefore, it becomes even more important to establish a robust institutional framework at the district level. Chaired by the Chairperson District Council and Co-chaired by the Deputy Commissioner, a Joint District Development Committee (JDDC) will ensure implementation supervision of the projects under the CLLG Policy in the district. It shall create synergies between the bottom-up community development plans and top-down GoB investments and development plans. This forum will approve community projects, review progress, and resolve coordination issues.

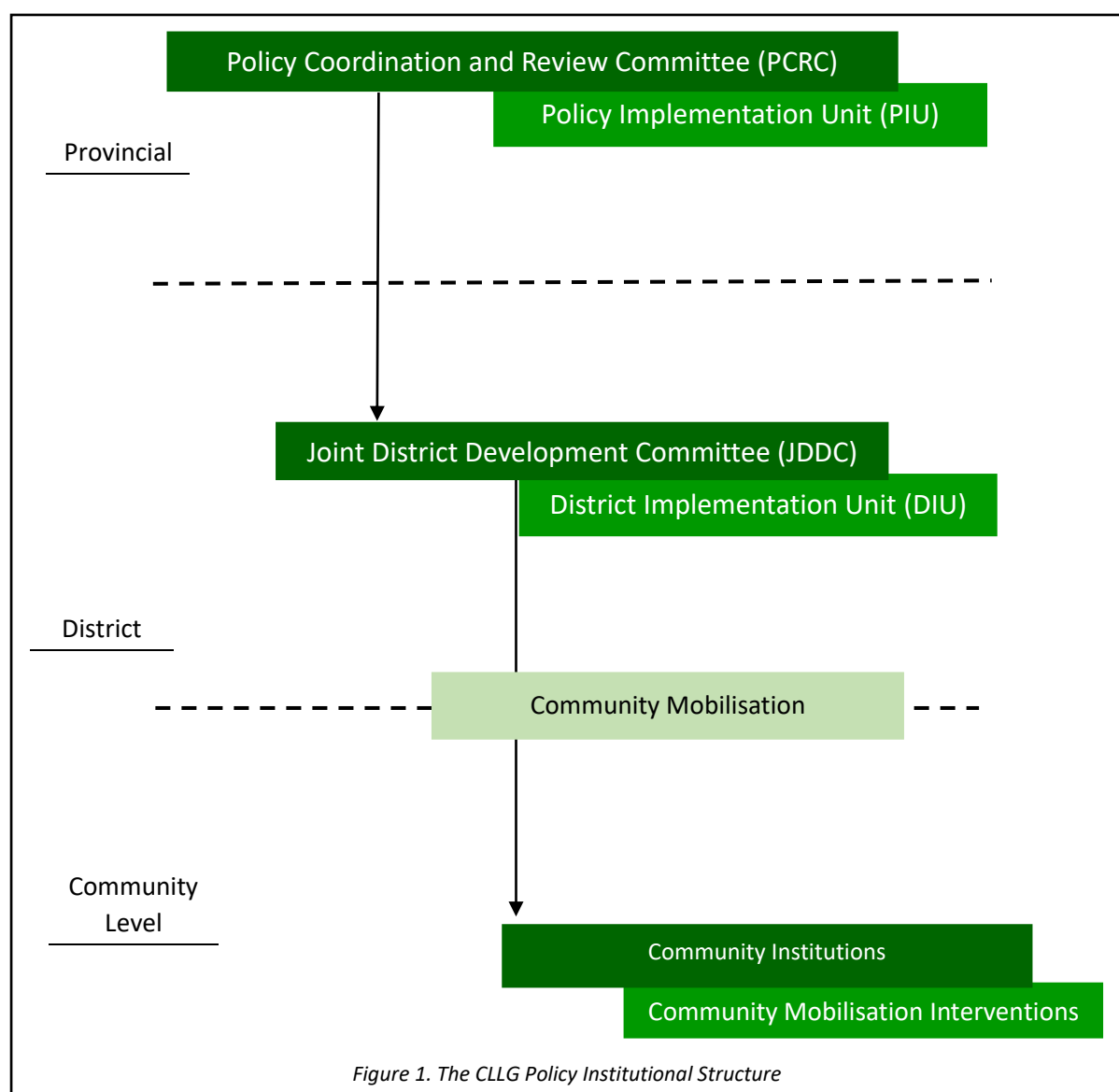
In order to provide secretarial support to the JDDC and supervise the field implementation under the CLLG Programme, a District Implementation Unit (DIU) will be established. Housed in the Local Government Department, the DIU will report to Deputy/ Assistant Director-Local Government (AD-LG) on administrative, operational, and programmatic matters and to PIU on programmatic and technical subjects.

The PIU and DIUs shall be financed from the CLLG funds and will operate under the CLLG Policy and associated procedures. The Government may decide to reflect it on the non-development side or prepare a PC-I for this purpose. To oversee additional projects, the PCRC may decide to capacitate the PIU and DIUs

in terms of human, physical and financial resources. In addition to its regular role, PIU and DIUs may be delegated to implement one component or the entire Programme at the field level with additional human, physical, and financial resources, if deemed necessary by the PCRC.

## 4.1 Outsourcing Programme or Programme Components

Keeping in view the capacity gaps, the GoB may decide to outsource any specialized programmatic component/s to competent social mobilisation Non-Government Organisation (NGO), who can implement the CLLG holistic approach, but this must be undertaken in tandem with building government capacity, so that GoB relevant functionaries may implement the Programme or Programme components in an institutionalized and sustainable manner in future. Also, the organisation must be registered with Balochistan Charities Registration and Regulation Authority (BCRRA) under BCRRA, 2019, or with Securities Exchange Commission of Pakistan under section 42 of the Companies Act 2017, or any other notified government entity.



Composition of various institutional structure and their terms of reference are given below:

## 4.2 Policy Coordination and Review Committee (PCRC)

### 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 Policy Implementation Unit         | Policy Implementation Unit, LG&RDD                                                   | Secretariat                                                 |
| 13 | Team Leader                                    | Technical Assistance Team                                                            | Member (Technical Support)                                  |
| 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 shall meet at a minimum of once per quarter but may convene more frequently as needed. The first meeting of the PCRC shall take place within one month of the adoption of the CLLG Policy.

A quorum for the committee is mandatory for the committee meeting to proceed. Decisions will be made on a simple majority basis. PCRC was notified by the provincial government on 21 August 2023. Notification is attached at Annexure D-1.

**The TORs of the PCRC are as follows:**

1. To oversee the adoption and implementation of the CLLG Policy.
2. Advise changes in the CLLG Policy procedures in the light of feedback received from the field e.g., eligible sectors and investments within the sector.
3. Ensure allocation and provision of financial resources from GoB (LG MTBF and PSDP provincial annual budgets for the CLLG program) and donors funds for CLLG Policy/Programme with support and advice from Finance Department.
4. Guide and facilitate the establishment and smooth operation of the CLLG Policy fund flow mechanism with the support from the Finance Department.
5. Approve funding formulas for distribution of total CLLG Funds among the targeted districts and further among UCs. Under extraordinary circumstances/disasters, allocate funds to disaster affected areas over and above the standard fund distribution formula within the targeted districts.
6. To review the CLLG Policy /Programme implementation updates and discuss the policy, administrative, physical, financial, regulatory and sustainability, and impact assessment.
7. Advise appropriate actions in the light of the continuous audit and Third-Party Validation (TPV) reports 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 take appropriate decision.
9. Review the consolidated 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 program to scale up its interventions to cover more districts of the province to finally cover the entire province.
11. Approach and seek budget support from the development partners.
12. Decide on when and how to add more districts into the CLLG Program coverage.
13. Mainstream BRDA into the local development process by advising required trainings of the local authorities and community institutions required for CLLG policy implementation.
14. Regulate the internal and external / third party audit arrangements.
15. Any other task/activities pertaining to the CLLG Policy and Programmes.

### 4.3 Policy Implementation Unit (PIU)

LGRDD, custodian of the CLLG Policy will house a provincial Policy Implementation Unit (PIU) to manage, monitor, and coordinate the entire CLLG Policy implementation vertically and horizontally. This unit will perform as Secretariat to the PCRC. It will help to develop a good working relationship with the concerned departments, donors, and other stakeholders at provincial and district levels. It shall improve knowledge transfer of the CLLG policy implementation and program components between the department and the units and IPs making it easier for the department to understand, comprehend and later absorb the units or the function.

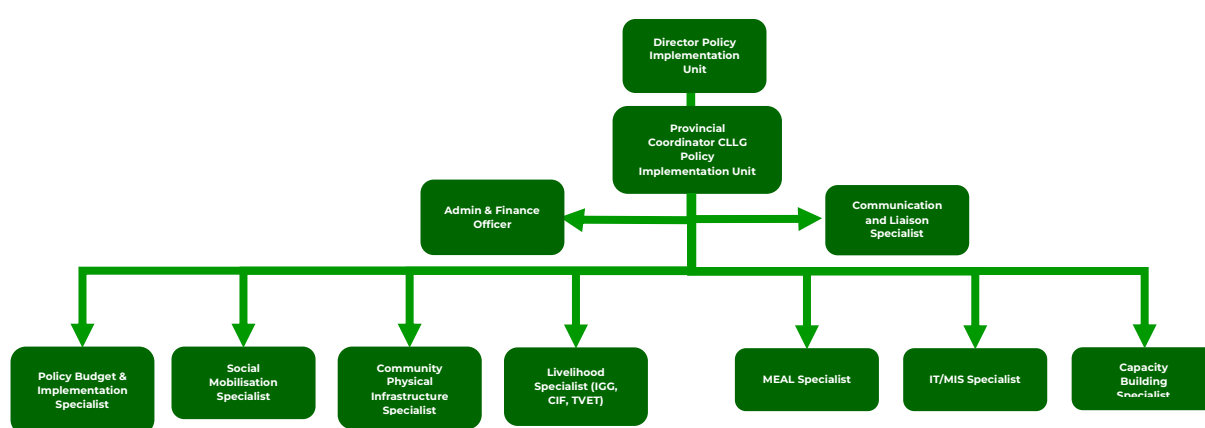


Figure 2. CLLG Policy Implementation Unit (PIU); Organogram

The objective of the provincial level Policy Implementation Unit (PIU) is to:

1. This Policy Implementation Unit (PIU) will perform as Secretariat to the PCRC.
2. Act as a platform for sharing updates, notifications, and decisions of the PCRC and PSC with the relevant local authorities in the district, JDDC, line departments, donors, and other permanent and co-opted members of the committee.
3. Present the consolidated CLLG policy implementation updates, challenges, and opportunities to the PCRC.
4. Act as a bridge between donors, PCRC, and JDDC to oversee, fund, manage, institutionalize, and operationalize the CLLG policy at the local level through the District Implementation Units (DIUs).
5. CLLG policy implementation and monitoring through the DIUs in each district.

### Composition of the Policy Implementation Unit (PIU)

| S# | Designation / Grade                       | Major Role                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Director-Policy Implementation Unit (PIU) | Lead, guide, and supervise the GoB CLLG Policy and Programme provincial and district teams and manage the implementation partners to ensure deliverables. Engage with donors and ensure smooth policy dialogues between GOB and Donors. Hiring/recruitment of Implementation Partner/s, TPV Firm and others according to the GOB procurement rules. Facilitate PCRC Meetings.                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2. | Provincial Coordinator CLLG PIU           | Manage, supervise, coordinate, and ensure smooth delivery of the CLLG Programme interventions in gender sensitive manner. Develop/update, get approval of and supervise implementation of the medium term CLLG Policy Action Plan. Ensure annual and quarterly inclusive work planning and financial planning. Supervise smooth operation of the PIU and DIUs. Coordinate the CLLG Policy and Program vertically as well as horizontally. Provide technical support and guidelines to districts. Assist PCRC meetings. Facilitate TPV and Donor assessment and evaluation missions.                                                                                                                                                                                                                                                          |
| 3  | Communication & Liaison Specialist        | Develop/ update, effectively implement, and ensure compliance to the GOB CLLG Communication Strategy. Assist the Director PIU in coordination and Liaison with PCRC members, government departments, donors, JDDCs, DIUs and other stakeholders on CLLG policy implementation. Ensure effective communication, collaboration, and cooperation between different stakeholders contributing to the GOB CLLG Policy/Programme. Act as a bridge between different parties, providing information, support, and guidance to ensure synchronization in the Policy/Programme efforts.                                                                                                                                                                                                                                                               |
| 4. | Policy Budget & Implementation Specialist | Operationalize and ensure smooth operation of funds allocation and flow of fund from province to districts and from districts to CIs. Overall CLLG funds preparation, compilation and reporting of funds demand, disbursements, surrender and associated functions will be executed by this position. In collaboration with the Director PIU and the rest of the PIU team engage potential donors and generate funds through various approaches. Other important responsibilities of this position will include supervision, compilation, and reporting on the District Development Strategy and Planning. The Specialist will develop/update the CLLG PFM Strategy. The Policy implementation, financial planning and funds generation component will have its own focused work/action plan integrated into the overall Policy Action Plan. |
| 5. | Social Mobilization Specialist            | Develop/ revise, manage and supervise the GOB CLLG Social Mobilization Strategy. Supervise, manage, and                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

|     |                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                           | ensure smooth operation of the entire social mobilization component according to GOB CLLG Policy, Social Mobilization Strategy, and associated procedures.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 6.  | Community Physical Infrastructure Specialist                              | A Community Physical Infrastructure Specialist plays a critical role in designing, developing, and maintaining infrastructure systems that support rural communities. They will develop/ update the 'Community Infrastructure Guidebook' to be used by the communities. Overall, the key role of a Rural Community Infrastructure Engineer is to improve the quality of life for rural communities by developing and maintaining infrastructure systems that are safe, reliable, and sustainable. By doing so, they help to support economic growth, improve access to essential services, and enhance the overall well-being of rural residents. |
| 7.  | Livelihood (IGG, CIF, TVET, ALNS, MHI) Specialist- (May be two positions) | Develop/update and supervise strategy for the Livelihood Component covering all major subcomponents including IGG, CIF, TVET, ALNS, PWDs etc.) Supervise, manage, and ensure smooth operation livelihood generation and community alleviation activities in the field through the Livelihood Officers and in coordination with other team members etc.                                                                                                                                                                                                                                                                                            |
| 8.  | Monitoring, Evaluation, Accountability, Learning (MEAL) Specialist        | Monitor the CLLG policy implementation at the grassroots level against the program outputs and objectives and provide evaluative suggestions for policy and reform. Document and communicate best practices, lessons learnt, success stories, case studies etc. Develop and operationalize complaint redressal mechanism, whistle blower mechanism, conflict resolution forum, and ensure mitigative action on TPV identification of the gaps in the field. Design, support and supervise smooth baseline, PSC, annual assessments, impact evaluation. Support external evaluation missions.                                                      |
| 9.  | IT/MIS Specialist                                                         | Provide and manage information technology / digital and DATA processing services to the PIU. Ensure the smooth management of entire program/policy data through IT/MIS staff and MIS firm. Supervise the design of a state-of-the-art CLLG MIS covering all components of the CLLG Policy and Programme. MIS shall also have a criterion based, community investment module which shall generate an automated merit list of projects to be financed from CLLG funds.                                                                                                                                                                              |
| 10. | Admin. & Finance Officer                                                  | Perform administrative and financial tasks. Manage the finances and accounting of the Provincial and District Units, as well as the donor supported CLLG program's accounts. Facilitate PIU and DIU logistics and management.                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 11. | Capacity Building Specialist                                              | Develop/update a dynamic and ongoing 'Capacity building Strategy' that involves a variety of activities and initiatives to enhance the capacity of government officials, communities, partners, and stakeholders to enable them effectively to implement the GOB CLLG initiatives.                                                                                                                                                                                                                                                                                                                                                                |



|  |                                                                                                                                                                                                          |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | Lead, collaborate, and coordinate the CLLG stakeholders' capacity building through formal trainings and on-job technical assistance function in close coordination with BRDA and CLLG PIU and DIU teams. |
|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Non-Programmatic staff of the PIU has not been mentioned in the above list and is subject to a decision made by the PCRC at the start of the CLLG program. Detailed job descriptions of each of the above-mentioned human resources at the PIU shall be developed as part of the Programme document.

### **The TORs of the PIU are as follows:**

1. Arrange, coordinate & notify the PCRC meetings with approval of Chair
2. Present to the PCRC the updates on the CLLG program and monitoring and evaluation reports and the extent CLLG policy adopted in the province
3. Provide guidance to PCRC on the CLLG Policy review and reform process
4. Prepare, update, and ensure implementation of the Policy Action Plan. Prepare and ensure smooth implementation of the synchronized annual and quarterly workplans and financial plans aligned with the overall Policy Action Plan.
5. Facilitate issuance of notifications regarding administrative, financial regulatory and sustainability decisions, taken by the PCRC on the approved District Development Strategy and Plans by JDDC to the relevant government departments and non-government organisations
6. Notify any other coordination from the PCRC to the provincial departments, JDDC and other stakeholders.
7. Share the CLLG funds allocations with the Local Government and P&D department and suggest budget forecast for the CLLG Programme
8. Develop/update and implement GOB PFM Strategy and provide input to the PCRC on the funding formulas (GoB LCFC/PFC) to support the CLLG program
9. Develop / update and implement GOB Capacity Building Strategy by seeking allocation of funds in the provincial annual budgets for the CLLG Programme and ensure capacity building of the CLLG stakeholder through formal training and informal on-job technical assistance at provincial and district levels in close collaboration with BRDA.
10. Ensure that the line departments incorporate their respective priority plans taken from the consolidated DDPs in their annual sector plan and budgets
11. Scale up the CLLG Programme into other districts; ultimately covering the entire province by seeking budget allocation with support from the PCRC
12. Prepare communication and visibility strategy to reach out to other donors and development partners and seek funding to support and expand CLLG program in other districts of the province
13. Prepare/update and implement CLLG Program monitoring, evaluation, accountability, and learning (MEAL) framework/systems.
14. Facilitate the establishment of DIUs in the targeted districts

15. Facilitate hiring of district staff, their annual performance appraisals, contract management, and extension
16. Ensure the provision of resources to DIU in each district
17. Facilitate hiring of the internal and external / third party audit firms, MIS firm, and field implementation partner for the CLLG program

## **4.4 District Implementation Units (DIU)**

After the establishment of the Policy Implementation Unit (PIU), the District Implementation Units (DIU) will be established in each of the target districts where the CLLG Policy is to be implemented.

For initial implementation, the current ten BRACE districts are better option, since the program components are already being implemented in these regions (social capital, CIF), nevertheless, it will be necessary to reorganize the program according to the CLLG Policy and its implementation procedures. Once funds are available, PCRC will decide about the expansion of the Programme to other districts. The criteria for determining the new districts will be drafted by PIU and approved by PCRC.

Furthermore, the GoB will decide whether it has the capacity and will execute the Social Mobilisation (SM), Community Investment Fund (CIF), Income Generating Grant (IGG), Technical and Vocational Education Training (TVET), Community Physical Infrastructure (CPI), and other Programme components itself or contract these to a capable nonprofit organisation entity to perform those functions. In the light of this decision, the strength of the DIU team will be adjusted. The TORs of the DIU will also be adjusted accordingly. In either case, the PIU and DIUs will ensure that execution is following the CLLG Policy and its associated procedures.

The Deputy/ Assistant Director Local Government shall lead the DIU for the implementation of the CLLG Programme districts. They may be provided with CLLG allowance for the added role with approval of PCRC. He will be provided with additional staff for the CLLG Programme as required. DIU will look after CLLG matters in the district under the overall guidance of the JDDC. The officers based in District Implementation Unit (DIU) will report to District Coordinator-CLLG Programme as well as technically to their respective technical heads based in the PIU. The District Coordinator will in turn report to Deputy Director CLLG DIU (DD/AD LG). Titles and positions may be adjusted during the Programme design phase.

### **4.4.1 Structure and Role of the District Implementation Unit (DIU) in Case of Field Implementation by a Non-Profit Organisation**

In case, the field implementation is outsourced to a capable community mobilisation nonprofit organisation, the role of District Implementation Unit (DIU) will be limited to Programme monitoring, quality assurance, compliance to CLLG Policy and its notified implementation procedures, technical assistance to and capacity building of GoB, technical review of the CI proposals submitted IC/ IP

before these are submitted to JDDC for approval and extending secretariat support to JDDC. DIU will create synergies between the government line departments and the CIs by developing and integrating bottom-up community plans and top-down GoB investments in the form of a District Development Strategy and Plan (DDSP).

### **Composition and Major Role of the District Implementation Unit (DIU) in Case of Field Implementation by an IP:**

If a Community Mobilisation NGO (CM NGO) is contracted to carry out field implementation, DIU will only have the following small team of personnel:

| <b>S#</b> | <b>Designation / Grade</b>                            | <b>Major Role</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1.</b> | Deputy District Coordinator – CLLG Programme          | The District Coordinator- CLLG Programme reports simultaneously to the Deputy Director CLLG DIU and the Provincial Coordinator – CLLG Programme & is responsible to support the JDDC & directly assist in the implementation of the CLLG Policy Programme components and the District Development Strategy and Plans (DDSP) approved by the JDDC being implemented by Line Departments & CIs. They shall be responsible for the capacity building & on-the-job technical assistance of the local government, district administration, & LDs & for recording CIs progress on the implementation of the plans & projects approved by JDDC. |
| <b>2.</b> | District CPI Engineer                                 | Under the overall guidance of Deputy Director CLLG DIU and technical support from Community Physical Infrastructure Specialist PIU, supervise quality of CPIs implemented by the CIs and in compliance to the CI Engineering Manual/Guidelines. Supervise each project closely at all stages. Ensure O&M through a proper plan with CIs.                                                                                                                                                                                                                                                                                                 |
| <b>3.</b> | District Social Mobilisation and Livelihood Officer-2 | Assist the Community Institutions in commencing the implementation of Programme components such as IGGs, CIF, TVET, ALNS etc. Enhance the capacity of CIs, guide and monitor their participation in single-component or holistic livelihood programmes. Conceptualize and execute large projects with CIs, Business Development Groups, and Line Departments, creating livelihood possibilities at the tehsil and district levels.                                                                                                                                                                                                       |
| <b>4.</b> | District MEAL & MIS Officer                           | Track progress on a weekly, monthly, quarterly, and yearly basis for all components of the CLLG Policy/Program, with the assistance of officers working on other CLLG components. Produce case studies, success stories, capture best practices, & lessons learned for dissemination to CLLG stakeholders. Undertake specific project assessments and evaluations. Ensure timely entry of data, data                                                                                                                                                                                                                                     |

|    |                          |                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                          | validation, desk monitoring & reports' generation through IP.                                                                                                                                                                                                                                                                                                                                                         |
| 5. | Admin. & Finance Officer | This position will be responsible for facilitation of the administrative, secretarial, finance and accounts tasks. These include project files preparation in coordination with other officers. Preparation of project installment/ payment requests. Coordination with IP and Account Office for payments, releases, & financial reporting. Preparation of funds request & financial reporting to ADLG, JDDC, & PIU. |

#### 4.4.2 District Implementation Unit (DIU) Structure and Role in Case of Field Implementation by Government

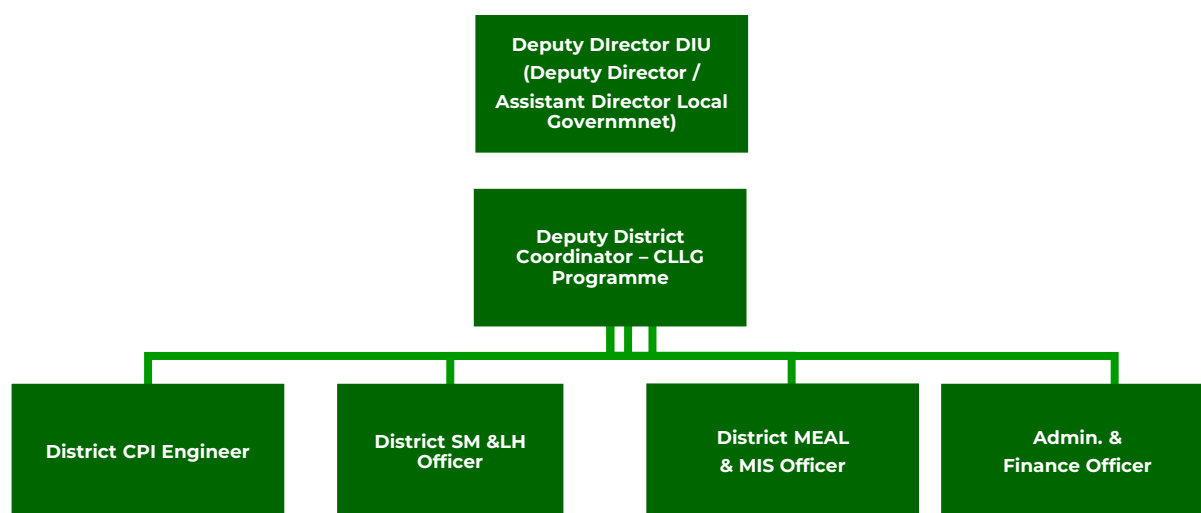


Figure 3. Organogram of the District Implementation Unit (DIU) with Field Implementation by an IP

In case the Government decides to implement the CLLG Programme in the field through DIU, the composition and TORs of the DIU will be expanded and field implementation team and activities including social mobilisation, CPI, CIF, IGG, MHI, ALNS will be added.

#### Terms of Reference in Case of Field Implementation by Government:

1. Prepare a district annual workplan and get it approved from JDDC
2. Organize communities into COs, VOs, and LSOs at Mohalla, Village, and Union Council levels and further guide them to develop LSO network at Tehsil and District levels.
3. Build the capacities of these CIs in the standard CI capacity building curriculum including PSC, CAT, CMST, LMST, and PM etc.
4. Facilitate in the development of bottom-up community development plans including Micro Investment Plan (MIP) at HH level, Village Development Plans (VDPs), Union Council/Municipality Development Plans (UC/MC DPs), Tehsil Development Plans (TDPs), and District Development plan (DDP).
5. Share the merit list with relevant line department for duplication check.

6. Conduct social, environmental, and technical feasibility of the short-listed community projects.
7. Support CIs in preparation of project proposal / digest and submit technically sound projects to JDDC along with working paper.
8. Initiate, supervise, and monitor the CI projects' implementation according to the laid down procedures provided in CLLG Policy and Policy Implementation Manual.
9. Arrange, coordinate and notify the JDDC meetings through the office of the Chair of the JDDC
10. Create synergies between the government line departments and the CI plans by integrating bottom-up community plans and top-down GoB investments in form of a District Development Strategy and Plan (DDSP)
11. Check the eligibility of the community institution and social and technical feasibility of the proposed projects according to the standards mentioned in this manual, prior to approval granted by the JDDC
12. Network and coordinate synergy creation between CIs and Line Departments as part of the DDSP and transform them into collective action projects
13. Ensure notification of the plans approved by the JDDC and coordinate with PIU on the allocation and transfer of funds from the provincial annual budget to the district and then to CI account.
14. Mobilize new and existing CIs according to the requirements mentioned in the Policy and PIM.
15. Support CIs to prepare documents for registration with BCRRA and coordinate with PIU any difficulties being faced in that regard.
16. Ensure equity-based allocation of resources and balanced implementation of various program components (CIF, IGG, CPI, TVET, ALNS etc.) of the CLLG policy.
17. Enhance the capacity of community institutions and JDDC members through formal courses and training and on-the-job technical support; and build the capacity of the BRDA by proposing additional courses for TOTs so that the BRDA develop a pool of master trainers.
18. Ensure that the grantee CI's monthly progress reports are received in a timely manner and share with the JDDC and PIU for update and technical backstopping. Prepare consolidated monthly and quarterly district progress reports of the CLLG program, timely entry of data in CLLG MIS and utilisation of information by the JDDC and other relevant district government officers for effective decision making.

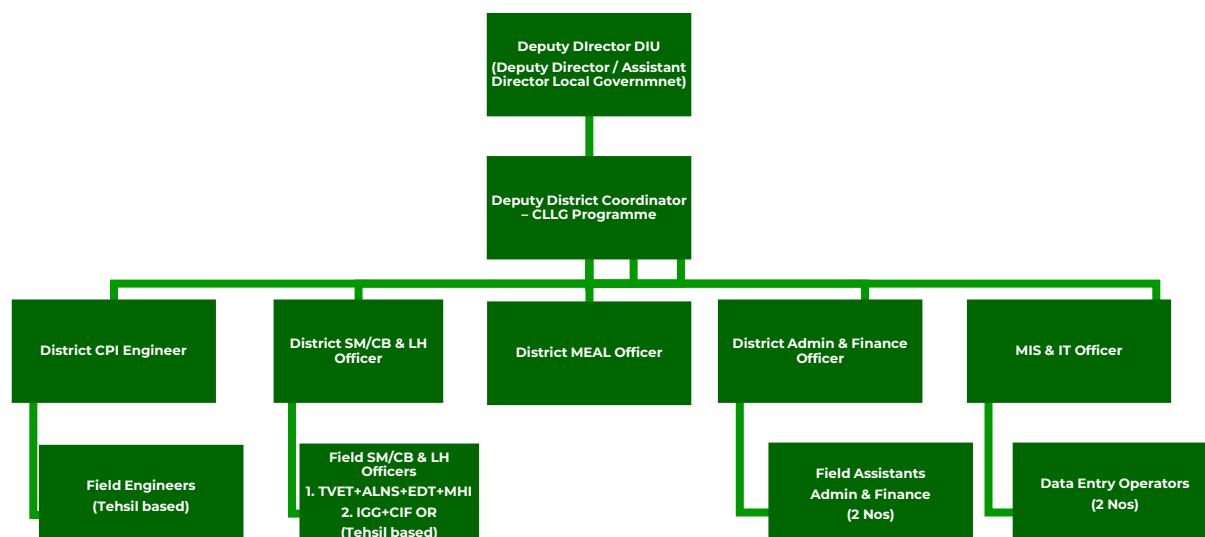


Figure 4. Organogram of the District Implementation Unit (DIU) with Field Implementation by DIU

### Additional DIU staff and their role for Field implementation:

| S# | Designation / Grade                      | Major Role                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | MIS & IT Officer                         | Facilitate smooth functioning of the CLLG MIS at district level. Ensure data entry and cleaning in all modules. Generate various kinds of reports for use by the ADLG, DC, JDDC Chair, District Coordinator etc. Trouble shooting in MIS with assistance from MIS Specialist in PIU and MIS external team. Capacity building of the government officials on utilisation of MIS dashboard for decision making.                                 |
| 2. | Admin. & Finance Officer                 | This position will be responsible for facilitation of the administrative, secretarial, finance and accounts tasks. These include project files preparation in coordination with other officers. Preparation of project installment/ payment requests. Coordination with IP and Account Office for payments, releases, and financial reporting. Preparation of funds request and financial reporting to Deputy Director CLLG DIU, JDDC, & PIU. |
| 3. | Field Engineers (Tehsil based)           | Reports to District CPI Engineer. Primarily validation of data, conducting feasibilities, preparation of project design, cost estimation/BOQs, layouts, support in procurement, verification of market rate of items, supervision and monitoring visits, quality assurance, need based participation in CIs meetings, conflict resolution etc.                                                                                                |
| 4. | Field SM/CB & LH Officers (Tehsil based) | Report to District SM/CB & LH Officer and District M&E Officer. Implementation of CLLG social mobilisation modalities, formation of CIs, capturing CLLG interventions field data, CIs record keeping,                                                                                                                                                                                                                                         |

|    |                                                |                                                                                                                                                                                                                                                                                                                                                       |
|----|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                                | assist in surveys, capture lesson learned, best practices, conflict resolution, monitoring of CLLG interventions (IGG, CIF, TVET, EDT, ALNS, MHI etc), identification of trainees, assists in conducting training sessions, assist District Admin & Finance in organizing trainings.                                                                  |
| 5. | Field Assistants<br>Admin & Finance<br>(2 Nos) | Report to district Admin & Finance Officer. Prepare field training plan, assist social mobilisation team in financial disbursement of CIs' funds and financial recordkeeping, resource mobilisation, organize trainings at cluster/UC level in consultation with field staff, provide logistics, prepare invoices, disbursement of funds (TA/DA) etc. |
| 6. | Data Entry Operators<br>(2 Nos)                | Entry of entire data of CLLG interventions' data in CLLG-MIS, validation and verification of data, timely updating data in MIS, assist in preparation of summaries and reports.                                                                                                                                                                       |

#### 4.5 Recruitment of the PIU and DIU Staff:

- The PIU and DIU staff will be hired from open market. Government officer not below the rank of BPS-18 with relevant experience in similar roles may be appointed as Director PIU. The Deputy / Assistant Director Local Government will oversee the DIU by default as Deputy Director CLLG DIU. The rest of the PIU and DIU staff will be recruited from open market on a competitive basis.
- The chosen candidates will be required to sign an agreement stating that they will not request permanent employment in the future. This stipulation will also be explicitly stated in their employment contracts.

#### 4.6 Joint District Development Committee (JDDC)

One of the key principles of the GoB CLLG Policy is “subsidiarity”. That is why the authority to approve the community identified and prioritized projects has been delegated to JDDCs, a district level forum chaired by the Chairman District Council and co-chaired by the respective Deputy Commissioner. The Joint District Development Committee (JDDC) is the key forum at the district level that will ensure the smooth implementation of district-level policies. JDDCs exist in each of the ten BRACE districts although their practices and consistency vary. After the notification of this Policy Implementation Manual, the JDDCs in existing districts will be streamlined accordingly. PCRC may amend the composition and terms of reference of the JDDC based on the feedback from the field without affecting the overall spirit. After extensive consultations, the following objectives, composition, and TORs were determined.

##### Objectives of the JDDC Forum:

1. To ensure smooth implementation of CLLG Policy/Programme at district level
2. Develop synergy and coherence between GoB and CI Development Plans

3. Ensure complementarity between GoB and CI Investments
4. Monitor progress, share the valuable knowledge produced, communicate best practices based on lesson learned
5. Build capacity of GoB and CI stakeholder
6. Coordinate and collabourate with CLLG stakeholders including CIs, CSOs, NPOs.

## Composition

| S# | Designation                                              | Department                                  | Responsibility |
|----|----------------------------------------------------------|---------------------------------------------|----------------|
| 1  | Chairman District Council                                | Local Government                            | Chairperson    |
| 2  | Deputy Commissioner                                      | Board of Revenue                            | Co-Chair       |
| 3  | Deputy Director CLLG-DIU/ (Deputy/Assistant Director LG) | LG&RDD                                      | Secretary      |
| 4  | Chief Officer                                            | District Council                            | Member         |
| 5  | Assistant Engineer                                       | LG&RDD                                      | Member         |
| 6  | Head of Department/District offices                      | Concerned                                   | Member         |
| 7  | District Officer Education (Female)                      | Education Department (Female)               | Member         |
| 8  | President                                                | NPO/LSO (Networks) (2-Females)              | Member         |
| 9  | Elected Representatives                                  | Local Council/MPA-on need basis (1-M & 1-F) | Member         |
| 10 | Representatives                                          | Civil Society Organisations                 | Member         |

## Terms of References

The Joint District Development Committee is designated to:

1. Ensure smooth implementation of CLLG Policy/Programme at district level
2. Complete scrutiny/authentication/approval of CIs plans/ projects
3. Meet once every two months.
4. Align the VDPs/UC/MC DPSs/DDPs developed by CIs/NPOs with the GoB District/Tehsil Development Plans
5. Identify specific opportunities and develop linkages between CIs & GoB's Development Plans
6. Facilitate in registration and renewal of registration of CIs/NPOs
7. Create effective communication channels between Government, CI/NPO, community leaders
8. Support NPOs & BRDA in capacity building initiatives



9. Consider the CPIs proposed by CIs & community mobilisation investments submitted by CIs
10. Establish and activate contractual agreements between NPOs/CIs & GoB Line Departments
11. Engage and coordinate with district stakeholders to share progress on the development and action plans of their respective offices/departments.
12. Review progress of Community /co-funded projects, report to PIU, disseminate information and collate its experiences & lessons learned.
13. Align the SDGs with the development initiatives at district/sub-district level.

Detailed guidelines are given in Chapter-5.

# Annexures

## Chapter 4

## Annexure D-1: Notification of the Policy Coordination and Review Committee (PCRC), 21 August 2023



### GOVERNMENT OF BALOCHISTAN PLANNING AND DEVELOPMENT DEPARTMENT

Dated Quetta, the 21<sup>st</sup> August, 2023

#### NOTIFICATION

No. P&D/LGRDD/CLLG: 2023-24/259. In compliance with the Government of Balochistan Community Led Local Governance (CLLG) Policy, the Planning and Development is pleased to notify the Policy Coordination and Review Committee (PCRC) chaired by the Additional Chief Secretary (Dev:) to provide strategic and policy level guidance with the following Composition and Terms of Reference with immediate effect and until further order.

#### Composition

| S# | Designation / Department                                                                                     |                                       |
|----|--------------------------------------------------------------------------------------------------------------|---------------------------------------|
| 1  | Additional Chief Secretary (Dev:), Planning and Development Department                                       | Chairperson                           |
| 2  | Secretary, Local Government and Rural Development                                                            | Member                                |
|    | 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 | Chief of Section (Local Government), P&DD                                                                    | Secretary Cum Member                  |
| 11 | Director General, Balochistan Rural Development Academy (BRDA)                                               | Member                                |
| 12 | Divisional Director, Local Government and Rural Development                                                  | Member (as & when required)           |
| 13 | Head of the Provincial Policy Implementation Unit, LG&RDD                                                    | Secretariat                           |
| 14 | Team Leader/Deputy Team Leader, Technical Assistance Team                                                    | Technical support to PCRC/Secretariat |

|    |                                                                  |                                          |
|----|------------------------------------------------------------------|------------------------------------------|
| 15 | Secretary, Concerned Department of the GoB                       | Member (as & when required)              |
| 16 | Divisional Commissioners, Revenue Department                     | (Optional Membership) as & when required |
| 17 | One representative from the Civil Society, Nominated by the PCRC | Member                                   |

#### Terms of Reference:

1. To oversee the adoption and implementation of the CLLG Policy and give strategic advice.
2. Ensure allocation and provision of financial resources from Government of Balochistan (GoB) LG MTBF and Public Sector Development Program (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 including additional allocation for prioritized targeted district(s).
5. Advise further changes in the systems to improve the working relationship between Local Councils and Community Institution under the CLLG Policy.
6. Review the CLLG Policy /Programme implementation updates and give directions to improve the effectiveness of the administrative, financial, and regulatory aspects of the CLLG Policy.
7. Review the performance of the Third-Party Validation (TPV) and advice appropriate actions in the light of the recommendation of the TPV reports.
8. Review the recommendations of the Policy Implementation Unit (PIU) on technical and interdepartmental issues and give directions.
9. Share District Development Plans submitted by the PIU with the line departments for inclusion in their respective PSDP with guidance on financial allocation.
10. Provide guidance to the CLLG programme to scale up its interventions in additional districts to cover the entire province subject to the available funding envelope.
11. Advise on the mechanism for engagement of potential donors and seek budget/project support from the development partners/donors.
12. Give guidance on mainstreaming Balochistan Rural Development Academy (BRDA) into the local development process through effective strategies, such as required trainings of the faculty, master trainers, local authorities and Community Institutions (CIs) for embedding CLLG policy.
13. Any other task/activities relating to the CLLG Policy and Programme.

The PCRC will be supported by a Secretariat located in the CLLG PIU. Until the PIU is established, this responsibility will be assumed by the office of the Director (Planning & Finance), BLGB, LGRDD.

The PCRC will meet on quarterly basis but may meet more often if a need arises. A quorum for the committee will be mandatory for the meeting to proceed. Decisions will be made on a simple majority basis.

This PCRC will supersede the Strategy and Policy Dialogue Committee (SPDC) for Balochistan Rural Development and Community Empowerment (BRACE) Programme, and the progress review and other matters of BRACE will now be discussed at the PCRC.

According to the GoB CLLG Policy, the first PCRC meeting may be called within one month of Policy adoption.

**HAFIZ ABDUL BASIT**  
**Additional Chief Secretary (Dev:)**  
**P&D Department**

NO & DATE EVEN: -

A copy is forwarded to: -

1. The Principal Secretary to Governor Balochistan, Quetta.
2. The Principal Secretary to Chief Minister Balochistan, Quetta.
3. The Senior Member/Members, Board of Revenue, Balochistan.
4. The Additional Chief Secretary (Dev:), GoB, P&D Department, Quetta.
5. The Additional Chief Secretary (Home), GoB Home & Tribal Affairs Deptt, Quetta.
6. The Chairman, Chief Minister Inspection Team, Quetta.
7. The Accountant General Balochistan, Quetta.
8. All the Administrative Secretaries, Balochistan.
9. The Secretary, Balochistan Provincial Assembly, Quetta.
10. The Secretary, Office of the Provincial Mohtasib Balochistan, Quetta.
11. The Director General Public Relations Balochistan, Quetta.
12. All the Divisional Commissioners, Balochistan.
13. The Additional: Secretary (Staff) to Chief Secretary Balochistan, Quetta.
14. All the Heads of Attached Departments, Balochistan.
15. All the Deputy Commissioners, Balochistan.
16. All District Accounts Officers/ Asst: District Accounts Officers, Balochistan.
17. The Controller, Government Printing Press, Quetta.
18. All Deputy/Assistant Directors/Chief officers, Local Government & Rural Development Department
19. Master File.

  
**Chief of Section (LGRD)**  
**Planning & Development Department**



# Chapter 5

## **Guidelines for Joint District Development Committee (JDDC) Guidelines**



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## **Chapter-5. Guidelines for Joint District Development Committee (JDDC) Guidelines**

The Joint District Development Committee (JDDC) is the district development coordination forum of the CLLG Policy. The key objective of the JDDC is to create synergies and sustainable linkages between district local Government development plans and Community Institutions' District/UC/Village Development Plans, through coordinated JDDC multi-sectoral local-level planning procedures, that aim at increased social services delivery for the uplift of the rural population, and sustained poverty reduction.

Guidelines provided in this chapter standardize and unify the JDDC composition, TORs, and practices.

The 2018/2019 JDDC ToRs focused on the BRACE Programme, the BRACE CIs, and the BRACE CI Development Plans, which were driven by the RSP Development Programmes in the BRACE districts. However, now it will become an institutionalized mechanism to implement the CLLG reforms at the district level. Under the CLLG Policy, the JDDC is to have a broader scope, beyond BRACE, as a coordination body at district level.

The JDDCs will first be activated in the ten BRACE districts in 2022/23, and then expanded to all districts of Balochistan in phased manner. The JDDC cannot takeover any responsibilities, mandates, or budget control, that is mandated to (Local) Government entities, to Line Departments or to LC.

The JDDC is a coordination forum, that brings together the (local) government, line departments, and all mobilized community institutions (CI). The CIs shall not be confined to the BRACE CIs. JDDC coordination of the GoB and CIs, aims to avoid duplication, and aims to identify and trigger synergy and complementarity between the respective development activities and investments of the GoB and the CIs, guided by a new GoB CLLG Policy. The synergy and complementarity achieved by alignment of the GoB and CI development plans will result in enhanced social service delivery to the citizens and more sustained poverty reduction. The JDDC will also encourage synergy of funding, and act as catalyst for component-sharing between GoB and CI resources, thereby increasing the possible scope, size, and quality of joint GoB/CI development investments.



## Composition

| S# | Designation                                                     | Department                                     | Role      |
|----|-----------------------------------------------------------------|------------------------------------------------|-----------|
| 1  | Chairman District Council                                       | Local Government                               | Chair     |
| 2  | Deputy Commissioner                                             | Board of Revenue                               | Co-Chair  |
| 3  | Deputy / Assistant Director<br>(as Deputy Director CLLG<br>DIU) | LG&RDD                                         | Secretary |
| 4  | Chief Officer                                                   | District Council                               | Member    |
| 5  | Assistant Engineer                                              | LG&RDD                                         | Member    |
| 6  | Head of<br>Department/District offices                          | Concerned                                      | Member    |
| 7  | District Officer Education<br>(Female)                          | Education Department                           | Member    |
| 8  | President                                                       | NPO/LSO (Networks) (2-Females)                 | Member    |
| 9  | Elected Representatives                                         | Local Council/MPA-on need basis<br>(1-M & 1-F) | Member    |
| 10 | Civil Society Representative                                    | Civil Society Organisations                    | Member    |

### 5.1 Explanation of the JDDC Composition

- **[CHAIRPERSON DISTRICT COUNCIL]** Once elected and in place the Chairperson of the District Local Council, should be appointed as Chair of the JDDC, as this would directly establish the (coordination) link between the district elected representatives and the local government system.
- **[DEPUTY COMMISIONER]** The JDDC is to address multi-sector coordination issues, and the JDDC should have oversight of the multi-sectoral development issues and have a wide-ranging administrative oversight. The JDDC co-chair is the Deputy Commissioner at district level. The Co-Chair would (a) provide this multi-sector technical and administrative oversight, and (b) create a direct and strong link between the local councils (Chair) and the government authorities. The JDDC, co-chaired by the Deputy Commissioner, can provide the required coordination oversight of the line-departments at district level. The Deputy Commissioner as JDDC co-chair can also act as Chairperson of JDDC in absence the Chairman, this will provide (c) administrative and management redundancy, and continuity to hold regular JDDC meetings. The Deputy Commissioner will ensure that all decisions made by the JDDC, and the entire CLLG Policy/Programme implementation are according the CLLG Policy and its notified procedures and other associated government rules and regulations.
- **[DD/AD LGRDD]** The LG&RD Dept, which is mandated with (municipal/rural) multi-sectoral issues, shall become the parent department of future Community Led Development Projects/Programmes and that the JDDC Secretariat function is performed by the Deputy Director CLLG DIU (AD/DD LG). This will strengthen the link between the GoB LG systems, the possible GoB CLLG Rural Development Programmes, which may be implemented by the LG&RDD, and the other JDDC stakeholders of a GoB CLLG Programme. It

is also foreseen that LG&RDD Community-Led Development Programme District Implementation Units (DIU) will be put in place to implement the District Programmes/Projects of a GoB CLLG Programme. The DIU would provide the position and resources for a DD/AD LGRDD, to effectively perform the Secretariat functions to the JDDC.

- **[MEMBERS JDDC]** Members of the JDDC should include all relevant stakeholders of a district, and these are; (1) representatives of all Departmental Heads at district and tehsil level; (2) all relevant NGO/RSPs, representatives of all relevant CBO/CIs, i.e. not only BRACE CIs, (3) relevant elected representatives of local councils, and MPA on need basis (4) relevant representatives of Non-Profit Organisations (NPO), Civil Society Organisations (CSO), representatives from the media/press, private sector organisations, and selected citizens.
- **[INVITATION & PARTICIPATION IN JDDC]** The JDDC (Co-)Chair can invite all relevant participants to a JDDC meeting. Invitation and participation in a JDDC meeting will be determined by the JDDC agenda/topics to be discussed and the relevance of the district stakeholder to the JDDC agenda/subject. Publicly transparent procedures are to be formulated by the (Co-Chair) and are to be adopted by the JDDC, to determine the requirement and eligibility of participation in the JDDC meeting.
- **[GENDER EQUITY]** Proposal have been formulated for women membership in JDDCs to be at least 33%. To achieve this level of women-participation, at least, one women member from NPO/NGO/RSP, two or more women representatives from CI/communities, and women representative from government departments, and one elected woman representative, are to be invited. At least three women members should be present in the meeting. Gender focal person at district level from NPO/NGOs and women community leader, may also be invited to participate in JDDC meetings, as recommended in BRACE Gender Mainstreaming (GMS) Strategy.

## 5.2 Objectives of the JDDC

### **OBJECTIVE 1: CREATE SYNERGY & COMPLEMENTARITY BETWEEN GOB & CI DEVELOPMENT PLANS: Functions 1, 3, 12**

The JDDC is the district coordinating platform for the development plans and development initiatives of all district stakeholders. The JDDC is to create synergies and sustainable linkages between Community Institutions (CI) and GoB District Administration and Local Government Authorities, by aligning Community Institutions' Development Plans with the Government's District, Tehsil and Local Development Plans, through JDDC multi-sectoral local-level coordination discussions. The synergy and complementarity of the various plans and their investments will result in (a) increased social services delivery for the uplift of the rural population, (b) in sustained poverty reduction, and (c) effective achievement of the SDGs.

### **OBJECTIVE 2: CREATE COMPLEMENTARITY BETWEEN GOB AND CI INVESTMENTS: Functions 4, 8, 9**

The JDDC will encourage the synergy between development funds of the various stakeholders, and act as catalyst for co-funding between GoB and CI resources, thereby increasing the possible scope, size, and quality of joint GoB/CI investments. Encouraging synergy and complementarity between GoB budgets

and financial resources can be achieved by co-funding or component-sharing in procurement, construction, and/or operations of CI-prioritized Community Physical Infrastructure (CPI) schemes. It should be noted that the JDDC cannot take over any responsibilities, mandates or budget control mandated to (local) government entities or CIs that are participating in the JDDC. Specific synergy and complementarity of government actions and investments with community mobilisation and community empowerment interventions will support the Government outreach to citizens. The latter is especially relevant in times of crises, pandemics, natural disasters, when the Government needs to reach major parts of a local population.

### **OBJECTIVE 3: MONITOR PROGRESS, LEARN-LESSONS, COMMUNICATE, DISSEMINATE INFO: Functions 2, 5, 6, 10, 11**

The JDDC will review the status and monitor physical and financial progress of the District Development Plans, which cover the Government and the CI Development Plans, at Village, UC and District levels, by issuing reports with timely corrective actions to resolve financial and implementation bottlenecks and evaluate progress in terms of quality and timeliness of outputs, relevance of outcomes, and poverty reduction impact delivered. The JDDC will also report on localized development activities at (Sub-)district level and their contribution to SDG target achievement. The JDDC will also report to provincial Policy Coordination and Review Committee (PCRC) and a provincial Policy Implementation Unit (PIU), if a LGRD community led rural/urban development project/programme is in place, on the progress in their district of the aligned District's Community-Led Development Plans. The JDDC will facilitate collating experiences & lessons-learned, and disseminate information, through communication channels between Govt, CI/CBO/NPO, and elected community leaders.

### **OBJECTIVE 4: BUILD CAPACITY OF GOB AND CI STAKEHOLDERS: Function 7**

The JDDC is to facilitate and support capacity-building of Community Institutions, to articulate their priority needs, and coordinate capacity-building of Local Government Authorities, to become responsive to CI needs, through structured JDDC participatory collaborative planning and consultation procedures. The JDDC is to support capacity-building of CI/CBO/NPOs and the District Govt. Administration, through BRDA training, especially on community-driven local-governance systems, gender-equality, and inclusion of marginal group/minorities. The new CLLG Policy aims to be transformative and seeks to strengthen the (new) roles played by the (Local) Government and the CIs. The JDDC will act as forum to identify and facilitate capacity-building of GoB and CIs, to enable them to play their respective (new) roles.

## **5.3 JDDC 12 FUNCTIONS**

1. Act as coordination forum for scrutiny/authentication/approval of CIs plans.
2. Meet at least once in a quarter.
3. Align CIs/NPOs VDPs/UC/MC DPSs/DDPs, with GoB District/Tehsil Development Plans.
4. Identify specific opportunities/linkages between CI & GoB's Development Plans.

5. Facilitate registration and renewal of registration of CIs/NPOs.
6. Create effective communication channels b/w Govt: CI/NPO, community leaders.
7. Support NPOs & BRDA for capacity building initiatives
8. Review the CI/NPO-CPI & community mobilisation investments submitted by CIs.
9. Activate contractual agreements b/w NPOs/CIs & GoB Line Departments.
10. Invite and coordinate with district stakeholders to share progress on the development and action plans of their respective offices/departments.
11. Review progress of community/co-funded projects/report to PIU/ disseminate information & collate its experiences & lessons learned.
12. Align the SDGs with the development activities at district/sub-district level.
13. Approve CLLG annual workplan and annual funds distribution among UCs according to agreed formula.

JDDC was notified by the provincial government on 21 August 2023. Notification of the JDDC is attached as Annex E-12.

## **THE JDDC 4 OBJECTIVES AND RE-GROUPING OF THE 12 JDDC FUNCTIONS**

The JDDC ToR identifies 12 functions, and these 12 functions will ensure that the JDDC can meet 4 Objectives:

### **OBJECTIVE 1: CREATE SYNERGY & COMPLEMENTARITY BETWEEN GOB & CI DEVELOPMENT PLANS: Functions 1, 3, 12**

- 1 Act as coordination forum for scrutiny/authentication/approval of CIs plans.
- 3 Align CIs/NPOs VDPs/UC/MC DPSs/DDPs, with GoB District/Tehsil Development Plans.
- 12 Align the SDGs with the development activities at district/sub-district level.
- 13 Approve CLLG annual work plan and annual funds distribution among UCs.

### **OBJECTIVE 2: CREATE COMPLEMENTARITY BETWEEN GOB AND CI INVESTMENTS: Functions 4, 8, 9.**

- 4 Identify specific opportunities/linkages between CI & GoB's Development Plans.
- 8 Consider the CI/NPO-CPI & Community Mobilisation proposals prepared by CIs.
- 9 Activate contractual agreements b/w NPOs/CIs & GoB Line Departments.

### **OBJECTIVE 3: MONITOR PROGRESS, LEARN-LESSONS, COMMUNICATE, DISSEMINATE INFO: Functions 2, 5, 6, 10, 11.**

- 2 The JDDC shall meet monthly, with no fewer than four meetings per year.
- 5 Facilitate in registration and renewal of registration of CIs/NPOs.

- 6 Create effective communication channels b/w Govt, CI/NPO, community leaders.
- 10 Invite and coordinate with district stakeholders to share progress on the development and action plans of their respective offices/departments.
- 11 Review progress of community /co-funded projects/report to PIU/disseminate information & collate its experiences & lessons learned.

#### **OBJECTIVE 4: BUILD CAPACITY OF GOB AND CI STAKEHOLDER: Function 7**

- 7 Support NPOs & BRDA for capacity building initiatives.

### **5.4 Terms of References and Guidelines**

#### **Terms of Reference (ToR)**

1. Act as Coordination forum for scrutiny/authentication/approval of CIs plans

#### **GUIDELINE 1**

- **[DISTRICT STAKEHOLDERS]** The JDDC is to engage all stakeholders at (sub-)district level and, these will include government authorities and district Line Departments, registered Community Institutions, the Local Council, relevant MPA and MNA, relevant Non-Government and /Not-for-Profit Organisations. (NGO/NPO), Development Partners and their Projects/Programmes that are active in the district. Participation for some stakeholders will be on a need-basis as stipulated by the notified JDDC membership. The JDDC will facilitate the registration of CIs, to enable the CI to become a formal partner in the JDDC forum.
- **[SCRUTINY AND APPROVAL OF CI-VDP/UC/MC DPS/DDP]** The JDDC cannot take over any responsibilities, mandates or budget control mandated to Line Departments, (Local) Government Bodies/Councils. Scrutiny and approval by the JDDC of the CI Development Plans focuses on COMPLIANCE in three areas:
  - 1) The establishment of the CI. A critical factor is the capacity of a CI to interact with the Government, and advocate for the equitable allocation community driven socio-economic investments. The JDDC will validate how well the community mobilisation process of the CI was executed. Only registration of a CI, or a CI having a (joint) bank account, are not sufficient. The CI must be a genuine representation of the citizens/community, to participate as eligible partner in JDDC.
  - 2) Compliance by the CI with the agreed procedures on how to draw up their CI Development Plan. The JDDC will review the CO/CBO/NGO/NPO/CSO Development Plans format, presentation, and content in terms of their policies, objectives, results achieved, the target-group eligibility-criteria, sector, and geographic coverage, and the transparency of planning, implementation and monitoring systems and reports. The JDDC will review CIs in terms of compliance with agreed community mobilisation and participation guidelines. The JDDC will reject or return for adjustment the

deficient VDPs that are not prepared in compliance with the GOB CLLG Policy implementation procedures or approve the VDPs.

- 3) Compliance of that CI with agreed prioritization and inclusiveness criteria, in particular compliance with gender affirmative recommendations and assurances for gender equality, and inclusion of marginal group/minorities/People With Special Needs (PWSN). The JDDC ToR/Functions guidelines mention specific references on inclusiveness and gender equality.
- **[SCRUTINY AND APPROVAL PRIORITIZED CPI SCHEMES]** The CLLG Policy and the notified CLLG Policy Implementation procedures specify the criteria and standards that are to be followed for CPI, CIF, IGG, TVET and other intervention int the relevant chapters of this manual. The JDDC shall review the CI-VDP/UC-DP/DDP specifically on the compliance with CI project/investment identification and prioritization guidelines, and the selection of the actual beneficiaries by specifically considering the CI-prioritized Community Physical Infrastructure (CPI) and Community Mobilisation (CM) investments, submitted by the CIs to the JDDC, for consideration of (co-)funding from GoB budgets. The JDDC will review the prioritization process and outcome and will encourage projects that directly contribute to the livelihood of the beneficiary community, including enhanced delivery of essential social services like health and education. The JDDC will reject or return for adjustment the community projects/investments that are not in compliance of the CLLG Policy/Programme implementation procedures.
  - **[GENDER EQUITY IN THE PARTICIPATION PROCESS AND DECISIONS]** Proposal have been formulated for women membership in JDDCs to make sure gender equity issues get their fair share in the JDDC discussions. The JDDC is to review the progress of women special needs and other marginalized groups from the District Development Plans in the district and how much funds are being spent/ or needed to address those needs. The JDDC should also do advocacy within government departments to address women and other marginalized groups special needs for development.
  - **[WORK PLANNING]** Each JDDC will adopt its own work plan to review, scrutinize and approve the CI VDP/UC/MC DPS/DDPs. The JDDC workplan may be UC, Tehsil based, or follow the list of approved-CPIs, and/or follow another work plan logic. The purpose of the JDDC workplan is to review all CI-VDP/UC/MC DPS/DDP in a comprehensive and systematic manner in a discrete time period, maybe 4 to 6 months, and then initiate a JDDC work plan meeting scheduled to routinely review the updates of the CI-VDPs/UC/MC DPSs/DDP, and the (new) CPIs.
  - **[ROLE JDDC SECRETARIAT]** The JDDC Secretariat is to be tasked with designing the JDDC work plan meeting schedule to (a) review all CI-VDP/UC/MC DPS/DDP in a comprehensive and systematic manner, and (b) to routinely review updates of the CI-VDPs/UC/MC DPSs/DDP and the (new) CPIs.

## **Terms of Reference (ToR)**

2. Meet at least once in a quarter

### **GUIDELINE 2**

- **[MEET AT LEAST ONCE QUARTERLY]** The JDDC shall meet monthly, with no fewer than four meetings per year. The decision to meet must be communicated timely to all JDDC members/stakeholders both at district, divisional and provincial level. The first JDDC meeting after the start of every fiscal year shall develop a yearly work plan.
- **[PARICIPATION IN THE JDDC]** In addition to the JDDC members, elected members of the Press, representatives from other NGOs may be invited, to share their plans (on a case-to-case basis), or Committees (if present) that address children and women issues, like the (Child Protection Committee, District Legal Empowerment Committee, etc.
- **[JDDC AGENDA]** See Annex E-9. The JDDC Chair and the (Deputy Commissioner) Co-Chair, and the JDDC Secretariat (DD/AD-LG), shall be supported by a CLLG District Implementation Unit (if present), with the preparation of the JDDC agenda and other relevant work deemed proper by the JDDC Chair. The JDDC will review the minutes/progress of the last meeting and key decisions made and actions taken thereof and include as agenda points.
- **[MEETINGS SCHEDULE]** Each JDDC will adopt its own meetings and work plan to review, scrutinize and approve the CI CDP/UC/MC DPS/DDPs. The JDDC meeting schedule may be UC, Tehsil based, or follow the list of Approved-CPIs, and/or follow another meetings schedule logic. The purpose of the complete meetings schedule is to review all CI-VPD/UC/MC DPS/DDP in a comprehensive and systematic manner in a discrete time period, maybe 4 to 6 months, initiate a JDDC meetings schedule to routinely review the updates of the CI-VDPs/UC/MC DPSS/DDP, and the (new) projects/investments/CPIs.
- **[PRE-BUDGET MEETING]** The JDDC will hold at least one pre-budget consultative meeting yearly, with all the stakeholders and Government representatives, and inform all district stakeholders specifically on the CLLG Programmes Budgets and all other fund resources available to a district for community led Initiatives.
- **[MEET REGULARLY AND UPDATE ALL STAKEHOLDERS AND RELEVANT PROVINCIAL AUTHORITIES]** The JDDC quarterly meeting frequency will allow the JDDC to monitor and regularly report on the initiatives and progress in synergy and alignment between GoB and CI Developments Plans, including monitoring and reporting on GoB and Development Partner co-funding for, under a GoB CLLG Policy. However, the JDDC may decide to call more frequent meetings as needed.
- **[REGULARITY AND CHAIR/CO-CHAIR AND JDDC SECRETARIAT]** Allowing both a Chair (Chairman Local Council) and Co-Chair (Deputy Commissioner) to chair JDDC meetings, will ensure that JDDC meeting can be held regularly. The role of the DD/AD LG as Secretariat of the JDDC provides a further guarantee for regularity of meetings. The important requirement will be for the JDDC Secretariat to maintain and share the minutes/records on the



meetings and provide records that report on all issues discussed especially the validation of compliance with agreed procedures. The JDDC Secretariat may be support or part of a district level DIU, which would be part of a CLLG Programme/Project.

- **[MEETING PROTOCOL]** The JDDC meeting is to be conducted in accordance with the following procedures:

1. The Chairperson of the District Council will chair the JDDC meeting. In the absence of the Chairperson of the District Council, the Deputy Commissioner will chair the JDDC meeting. This will ensure that the JDDC meetings can be held regularly throughout the year.
2. JDDC meetings are proposed to be held monthly or at least one meeting within a quarter. On average JDDC meetings are expected to be held every 2 months, which means 6 meetings per (financial) year.
3. JDDC Meetings are to (1) improve complementarity between the development investments of the GoB (top-down) and of the Community Institutions (bottom up), and (2) to review the progress of the GoB and of the CI development investments portfolios.
4. Then JDDC meetings will be organized on a (sectors) cluster basis. It is proposed that the JDDC will constitute 2 clusters namely (1) Development and Production Sectors, and (2) Social Services Delivery Sectors. See Annex E-6 for cluster grouping. With JDDC meeting happening every two months, each Cluster has the chance to present and update its development plans three times over a period of one year.
5. The annual schedule of cluster presentations in JDDC meeting (see Annex E-6) @ 6x per year (each after 2 months) could be as follows.

| 1         | 2         | 3         | 4         | 5         | 6         |
|-----------|-----------|-----------|-----------|-----------|-----------|
| Cluster 1 | Cluster 2 | Cluster 1 | Cluster 2 | Cluster 1 | Cluster 2 |

6. The Deputy Director CLLG DIU (AD/DD LG) as (Secretariat of the JDDC) will put up a request to the Chairperson JDDC to call the JDDC meeting. The request will be attached with an agenda and working papers.
7. On approval of the Chairperson, the DD CLLG Programmes/AD LG shall issue the invitation letters preferably on the Deputy Commissioner letter head along with agenda and working papers in timely manner to all JDDC members/stakeholders at district, divisional and at provincial level.
8. Especially the “presenting” departments/CI/organisations, should come prepared to the meeting, as per agenda.
9. The first JDDC meeting after the start of every fiscal year shall agree on a yearly work plan.
10. JDDC meeting agenda (see Annex E-9) will be comprised of fixed and emerging agenda items. The “fixed” agenda items will be permanent and discussed in every meeting. While the “emerging” agenda items will include developing issues which need attention of the forum during that meeting. DD CLLG Programmes/ AD LG may adjust the agenda as advised by the Chair.
11. The DD CLLG Programmes/ AD LG shall circulate the attendance sheet to ensure recording the presence/absence of members.



12. **(Session 1)** The meeting will start with the endorsement of the minutes of the previous JDDC meeting. During this agenda item, the forum will be apprised on the actions taken on the decisions of the previous JDDC meeting. The Chair will then introduce the agenda and time budget of the meeting.
13. **(Session 2)** The DD CLLG Programmes/AD LG office will prepare an overall progress review (on a standard template see Annex E-5) against the district development strategy and plan, presenting a summary-update on overall progress of all (Top down) GoB Sectors/PSDP) investments. The relevant Line Departments will be invited to provide their comments on their sector summary. This summary LD/PSDP progress review template will be annexed with each JDDC meeting minutes. With the help of this summary review, the JDDC will advise the group on focusing on certain projects that would benefit from mobilized communities.
14. **(Session 3)** Representatives of the District LSO Network will provide an update of (a) new registered CIs, (b) new (adopted) CI- VDPs/UC/MC DPSs/and CI/LSO DDP, (c) new prioritized investment/CPIs, and (d) any other new relevant bottom-up activities. ON CI REGISTRATION: A community institute (CI) may raise any issue faced by them during registration or bank account opening. The JDDC will assist CIs in resolving such issues by taking up the issue with BCRRA through the Director Social Welfare (member JDDC) or the concerned bank through Account Office (Manager Concerned Bank). ON VDP/UC/MC DPS/DDP AND CPI APPROVAL: The relevant CI/LSO will provide progress update on template given at Annex E-2 and seek approval from the JDDC on template given at Annex E-3, and where applicable propose co-financing from GoB funds (Line Dept/Council/Other) and then prepare the MoU/NoC accordingly, together with the relevant line dept/Councilor, for submission to the JDDC Forum, in accordance with JDDC ToR and CLLG Policy guidelines.
15. **(Session 4)** Moderated by the Chair /Co-Chair, the relevant sector line department representative (of the cluster being discussed) and the relevant CI/LSO representative, will identify those (top-down) PSDP schemes (of one cluster only) that will benefit from complementary bottom-up CI investment, and decisions will be taken for coordinated funding/ implementation, to improve synergy and effectiveness of those investments. The concerned (cluster-) departments and the CIs will be present to discuss in session 4 the coordination, duplication, and other implementation issues, for better synergies and improved efficiencies between their (selected) top-down and bottom-up development investments and activities. Physical and financial progress of those schemes will be reviewed focusing quality, timeliness, relevance, and impact.
16. The line departments and the CI will then monitor the PSDP scheme and the CI community physical infrastructure (CPI) or the respective development activities that are complementary to each other, and then report on this synergy in the next JDDC. Examples of possible synergy between the Government of Balochistan and Community Institutions, based on Annual Development Program FY2021-22 (see Annex E-7).
17. During the whole meeting, the JDDC forum will continuously work on identifying specific opportunities for linkages creation between community institutes/organisations, line departments, and non-government partners,

which may then be addressed when the relevant cluster sector meeting is scheduled.

18. JDDC will ensure that the forum provides opportunity for open and effective communication where community institutes, government line departments, and non-government partners express their views with mutual trust and respect and these views are responded satisfactorily.
19. **(Session 5)** Moderated by the Chair /Co-Chair, any relevant line department representative or any relevant CI/LSO representative will be requested to identify and assess the effect of a localized Line-Dept/PSDP investment/actions or a VDP/UC/MC DPS/DDP investment/ action, on contribution to a specific Sustainable Development Goal (SDG). A dedicated template (See Annex E-11) will be used to record these localized development actions impacts on SDGs. The JDDC will facilitate any effort for achieving the SDGs in the district. Session 5 on SDGs will be a permanent JDDC agenda item in all JDDC Meetings, where members can share their plans and progress related to SDGs. Any capacity building & reporting on SDGs achievements in the districts will be facilitated. The DD CLLG Programmes /ADLG will be assigned to maintain the SDG achievement template, if possible, with other relevant line department officials tasked by their line department to report on SDG achievement.
20. The JDDC ToR and the DDSP guidelines directly contribute to BCDGS<sup>2</sup> Pillars 1, 2, 5, and 6. On a medium-term, a mature JDDC Forum will routinely engage all district stakeholders for better coordinated social, economic sustainable development and balanced district development, and the JDDC ToR and DDSP guidelines schedule for a finalized GoB BCDGS Strategy document to be consulted by the JDDC Forum.
21. **(Session 6)** will be a summary/recap of the decisions taken and actions to be taken, by the DD CLLG Programmes /AD LG, and the closure by the JDDC Chair.
22. After the meeting the DD CLLG Programmes /AD LG will draft minutes on template given at Annex E-10 and submit for review and approval of the Chairperson.
23. The decisions and lessons learned will be shared with a wider stakeholder's group for common understanding.
24. Media representative present in the meeting may also help in disseminating the encouraging progress made.

### **Terms of Reference (ToR)**

3. Align CIs/NPOs VDPs/UC/MC DPSs/DDPs, with GoB District/Tehsil Development Plans

### **GUIDELINE 3**

- **[COORDINATION OF THE DISTRICT STAKEHOLDERS]** The JDDC will act as a district level COORDINATION forum, to align, and create synergies and sustainable linkages, between on the one hand, the district administration (deputy commissioner's office and line departments) and local government authorities (local bodies), and on the other hand, the local Community

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<sup>2</sup> Draft Balochistan Comprehensive Development and Growth Strategy – BCDGS – (2020-2026)

Institutions (CI), like CBOs, and NGOs at village, Union Council and district levels, and the relevant Donors/Development Partners (DP) active in the district. In addition to the notified members, the JDDC may invite the relevant other NPIO/NGO/CBO, community mobilisation organisations, to inform the JDDC on their community, village, UC or district development initiatives and plans.

- **[ALIGNMENT AND COORDINATION OF THE DEVELOPMENT PLANS]** The JDDC will align Community Institutions' VDP, UC/MC DPS, Tehsil-DPs, and the Community Led DDP (Annex E-1), with the Government's District, Tehsil and Local Development Plans, through coordinated JDDC multi-sectoral local-level coordination procedures, that aim at increased basic amenities, and social services delivery for the uplift of the rural population, and ultimately aim at sustained (rural) poverty reduction. NOTE: If the Government/P&DD decides to create a District Coordination Forum or upgrade Divisional/District Development Working Party to include the coordination and synergy functions of the JDDC, then these JDDC functions can be absorbed in that Government District Coordination Forum. Until that time, the JDDC will first be activated in the ten BRACE districts because mobilized communities have been established. The JDDCs can subsequently to be activated in all the districts of the province.
- **[PRUPOSES OF COORDINATION AND ALIGNMENT]** The purpose of aligning (joining) related efforts by different district stakeholders, is to seek synergy or complementarity opportunities between the GoB and the CI Development Plans/Investments, to will make poverty reduction more sustainable, and social services delivery more effective. The following results and effects of synergy are identified.
  - (a) Increase quality and effectiveness of Government social services delivery and government investments, for uplift of the rural population, by letting govt interventions draw on enhanced citizen/village outreach of mobilized communities. This increased outreach is especially important for government-led disaster management, or for mitigation of pandemics or other crises, and for timely provision of humanitarian relief.
  - (b) Contribute more to sustained poverty reduction by linking bottom-up community mobilisation interventions with specific related top-down government socio-economic developments programmes and investments.
  - (c) Integration and synergy will help the CI/NGOs and the GoB stakeholders to leverage limited resources for greater effect. Integration and co-financing will increase the scope, size, and quality of joint GoB/CI investments.
  - (d) Integration and synergy can reduce the role of middlemen and contractors, and foster stringer social accountability and promote trust between the Citizens and the government.
  - (e) Achieve stronger (gender-)inclusiveness in the government and in CI Development Plans,
  - (f) Enhanced buy-in from the relevant stakeholders in the (joint) development efforts will enhance monitoring, management, maintenance and sustainability of the development investment and assets created.
- **[PROCEDURES FOR ALIGNMENT AND FOR COORDINATION]** The JDDC will
  - (a) invite the district administration to inform all district stakeholders on the GoB's economic growth and sector policies, the district share of the provincial PSDP, the government line-departments development projects/schemes

(new /ongoing) that directly impact on the district, and the role of the LG local councils/bodies and the LCFC/LB-Grants available to the district, and vice-versa, the JDDC will (b) invite the Community Institutions to present their VDP, UC/MC DPS, Tehsil-DPs, and the Community Led DDP. The JDDC then schedule a series of (JDDC) meetings of multi-sectoral local-level coordination discussions.

- **[PRESENTATION OF ALIGNED DEVELOPMENT PLANS]** A “joint GoB District Development Plan/Report” is to present, how GoB Development Plans are aligned with CIs’ District/Tehsil/UC/VDPs (and vice versa). The joint plan/report is to clearly show specific (opportunities of) synergy between specific activities/investments of the GoB and CI Development Plans. Guided by District Development Strategy & Planning guidelines prepared by the LGRDD, each JDDC will prepare the minutes of each JDDC meeting, and a transparent table that lists the projects/investments that are (to be) aligned, and the specifics of these projects/investment, presented as the Joint District Development Plan/Report

#### **Terms of Reference (ToR)**

4. Identify specific opportunities/linkages between CI & GoB’s Development Plans

#### **GUIDELINE 4**

- **[PURPOSES OF SYNERGY BETWEEN GoB AND CI]** Based on reviews and subsequent approvals of the CIs Developments Plans, the JDDC can identify specific opportunities and linkages between CI and the GoB Development Plans’ activities & investments, that may (a) Increase quality and effectiveness of Government social services delivery, and village outreach for government-led disaster management, other crises, or provision of humanitarian relief, (b) contribute more to sustained poverty reduction of government socio-economic developments programmes, (c) help CI/NGOs and the GoB stakeholder to leverage limited resources for greater effect. Integration, and co-financing will increase the scope, size and quality of joint GoB/CI investments, (d) reduce the role of middlemen and contractors, and foster stringer social accountability and promote trust between the Citizens and the Government, (e) achieve stronger (gender-)inclusiveness in GoB and CI Development Plans, or, (f) enhance buy-in from relevant stakeholders in (joint) development efforts, with enhanced monitoring, management, maintenance and sustainability of investment and assets created.
- **[SYNERGY BETWEEN GOB ACTIVITIES/INVESTMENTS AND CI ACTIVITIES/INVESTMENTS]** The JDDC will seek complementary between GoB actions/investments and BRACE CI community mobilisation actions and investments. Synergy also be achieved by linking soft investments, e.g., a CI awareness campaign with a GoB Polio vaccination drive or, to link a soft CI intervention like TVET training, with a hard investment of a local community business development center that was created by a GoB line department. An obvious opportunity for synergy or complementarity, is to physically link a CI-CPI scheme with a related government physical infrastructure (GPI) scheme, e.g., a GoB constructed girls’ school/classroom, that is complemented with a CPI-funded boundary wall in the same school location.

- **[IDENTIFY SYNERGY OPPORTUNITIES]** The JDDC will invite the GoB and CIs to identify their prioritized CPIs and CM interventions, where synergy can be achieved. For those CPI/CM interventions, the JDDC will review the Project concepts, against prescribed formats and procedures, to assess possible sharing of resources and/or co-funding between the GoB and the CI. For this purpose, the JDDC may constitute a Technical Evaluation Sub-Committee (TEC) to screen, evaluate, and review the required Technical and Administrative Sanctions, and the recommendations made by the CI, of their prioritized CPIs and their prioritized CM interventions. The JDDC/TEC will review and approve (or return for improvement or reject) the fully developed and costed CI/CBO CPI proposals for consideration of Co-funding from GoB Budgets. The search for synergy can also be extended to non-prioritized CPIs of the CI VDPs.
- **[SYNERGY BETWEEN CPI SCHEMES AND GPI SCHEMES – COMPONENT SHARING]** the JDDC will SEEEK/identify specifically complementary of GoB SCHEMES WITH BRACE CI-prioritized CPI Schemes. Under a Component-sharing arrangement, the Government/Line Department will complete its own investment component and the Community Institution will ALSO implement its own investment component, for example, the PHE Department would invest and be responsible for the main drain on the public road, while the CI would be responsible for the intra-compound connections/drains /investment. The physical connection between the Govt and the CI CPI then constitutes synergy. The component-sharing arrangements would have to address and regulate the O&M responsibilities of the two parties. Where NGOs have mobilized Communities, the CI can be expected to take on their share O&M, this could be in the form of an NoC issued by the relevant Line Department. The CLLG Policy and its District Coordination instrument, the JDDC, make sure that these linkages are identified more regularly and can be pursued systematically and institutionally.
- **[SYNERGY BETWEEN CPI SCHEMES AND GPI SCHEMES – CO-INVESTMENT/FINANCING]** Through *Co-Investment /Financing* we can also establish Complementarity and synergy, between the GoB and the CI Development Plans/Schemes, by seeking opportunities of joint funding from Government and Community resources, to increase the possible scope, size, and quality of the joint GoB/CI CPI investment. The JDDC platform is to encourage this synergy of funding and act as catalyst for co-investment between GoB and CI resources. Co-investment refers to GoB and CI jointly funding the Construction of Procurement. and Co-Financing refers to GoB/COI jointly funding the Operation and Maintenance. The general term would be Co-Funding. The Co-Funding arrangements must be covered by an MoU that addresses and regulate the construction and/or procurement and the O&M responsibilities of the two parties. **Where** NGOs have mobilized Communities, the CI can be expected to play their due role as specified in the MoU.

### Terms of Reference (ToR)

#### 5. Facilitate in registration and renewal of registration of CIs/NPOs

#### **GUIDELINE 5**

- **[DEFINITIONS OF CBO, CSO, NGO, NPO, CI and LSO]** The following definitions apply:

- CBO: Community Based Organisation / CSO: Civil Society Organisation, are organisational entities through which Citizens are organized, mobilized, and possibly empowered. The CBO can be organized based on different principles or purposes.
- NGO: Non-Government Organisation, could be a CBO, but could also be a Research Institute/Organisation, or any organisation that does not qualify as a Private Sector Company, or (Semi-) Government Entity. An NGO does not necessarily represent Citizens/Communities. An NGO can be specialized in Community Mobilisation/Community Empowerment (CM/CE) and be called upon (or sub-contracted) by the GoB to Mobilize/Empower selected Communities/Areas. RSPs can be considered NGOs, that have been contracted by the EUD to carry out CM/CE processes in 10 BRACE Districts in Balochistan
- NPO: Non-Profit Organisations, are organisational entities that could be CBO/CSO or NGOs
- CI: Community Institution, is the term used under the BRACE Programme to identify a Village CBO. The Village CBO/CIs can be federated as UC, Tehsil-Network, or District Network Organisations, and are then referred to as LSO: Local Support Organisation. An LSO is a federation of CI/CBOs, which are Community Based Organisations, created with support of the BRACE RSPs. Ci is the generic name for CBO, CSO, Citizen-NPO, or Citizen-NGO
- **[GoB LG ACT 2010/Amended Act 2022 – GoB CLLG POLICY - JDDC NOTIFICATION].** The JDDC is the District Coordination instrument of a GoB Community Led Local Governance (CLLG) Policy. In turn the CLLG Policy is implemented under the cover of the GoB LG Act 2010 as amended in 2022.
  - The Balochistan Local Government Act (2010) only recognised Local Bodies/Councils as representatives of the people/citizens, allowing GoB local development funds/budgets to be channeled to the Local Bodies/Councils. Amendments in the Balochistan LG Act Section- 87 *“Provided that a Local Council, subject to the approval of the Local Government Board, may engage Registered Community Based Organisations (CBO) /Community Institutions CI) in its local area development or execute such projects funded by the Donor Organisations/Agencies.”*
  - The GoB CLLG Policy (2023), in alignment with the Balochistan LG Act 2010 as amended in 2022, provides the policy guideline and specifies Institutional and Implementation Arrangements, that work out the role of CIs.
  - The JDDC is the District Coordination instrument of the CLLG Policy and aims to coordinate all Stakeholders at (sub-) District level. NOITE: All District Stakeholders means, not only the BRACE CIs, but also other CBOs that may be invited by the JDDC to participate in district development coordination discussions. The CLLG Policy and the JDDC specify the requirements and standards that are to be met, for CBO/CI Registration & Participation in the JDDC coordination of the GoB District Development Plans and the CBO/CI Development Plans.
- **[CI REGISTRATION].** The CLLG Policy and JDDC ToR aim for selected CIs to become equal and recognised partners to the (Local) Government Authorities, in the coordinated JDDC District Development Planning and

Implementation processes. CIs are to be Registered according to procedures and standards set by the CLLG Policy/JDDC/LG. Under the GoB BRACE Programme, CI registration is done under the GoB Charities Act 2019. Under the CLLG Policy CIs can include all types of mobilized citizens groups, NGO, CBO, VO, NGOs, CI, LSO, and can be registered under the Charities Act, as a Foundation, under the Private Companies Act, or registered under an agreed GoB Notification issued by a Competent Authority, the PP&DD/FD/LGRDD, and/or Deputy Commissioner in his capacity as Co-Chair JDDC, as mandated under CLLG Policy/Notification/ JDDC.

- **[CI MOBILISATION]** Only a Mobilized Community Institutions can be registered and be a partner to the GoB in the JDDC meetings. Specific criteria given in Chapter 6 on Social Mobilisation of this manual will determine if a CI is properly Mobilized: (1) It is crucial that a CI is formally registered under the GoB Charities Act 2019, Section 42 of the Companies Ordinance 1984, or through any other Competent Authority; (2) The CI needs an active Bank Account that is jointly operated by selected and elected CI board members; (3) The CI should operate on the basis of publicly transparent Statutory Procedures that guide how CI Members meet, how they elect their Board, and how they decide on sharing resources and identify development priorities of their village/community. CI Statutory Operations Procedures will be based on relevant selected sections of RSP/PPAF Implementation Manuals) and will be stipulated under the CLLG Policy in relevant subordinate Notification. At present the RSPs mobilize CIs in 9 BRACE Districts. In future, and under a Provincial CLLG Policy, and for GoB CLLG Development programmes, the CI/CBO/NGOs/LSOs can be Mobilized by any accredited NGO/Community Mobilisation organisation, including Local Bodies/Councils.

#### **Terms of Reference (ToR)**

6. Create effective communication channels b/w Government, CI/NPO, community leaders

### **GUIDELINE 6**

**[GOVERNMENT OFFICIALS]** The Government Officials at local level, Community Institutions Representatives, (Office Bearers of CO/VO/LSO) and CBO/NGOs involved in Community Mobilisation, need to understand each other's functions. The JDDC will create effective communication channels between Government, CI Community Leaders, and Community Mobilisation NGO/CBOs.

**[WOMEN]** The JDDC should develop especially communication channels to Women Community Leaders. These can be through regular updates or through representation of women leaders in JDDC meetings. Decisions should reach to all women members of the JDDC.

**[MEDIA]** The Media Representatives should also be invited to JDDC forum discussions when relevant Topics are tabled. Communication is a key requirement to ensure (a) more effective advocacy of a GoB CLLG Policy and (b) will result in across-the-board buy-in. The MEDIA representatives must explain who the main stakeholders in the JDDC are, what is their role, and what is to be the result of the cooperation and coordination between the various stakeholders. Effective COMMUNICATION messages can only be made if you know the recipient/reader. The following types of information recipients and their position and roles, are identified:

- **[REPRESENTATIVE VS PARTICIPATORY SYSTEMS]** In a Representative Local Government System, the (men and women) LB/Councilors, and the MPAs, represent the Communities and Citizens and articulate their needs. In a Participatory Local Government System there is the additional need to create vibrant Community Institutions to make sure the needs and priorities of the Communities and Citizens are articulated, by the villagers/citizens themselves. The GoB CLLG Policy proposes that a Participatory model is followed, with vibrant Registered Mobilized CIs as equal partners to Local Government and participating in the Local Governance systems.
- **[COUNCILS/ELECTED REPRESENTATIVES]** Local Bodies Councilors – once elected and in position again - are to play a prominent role in a new GoB CLLG Policy and their presence and role in the JDDC needs to be specified and clarified and formally notified/regulated under the CLLG Policy and/or, the relevant subordinate Notification.
- **[MEMBERS OF THE PROVINCIAL ASSEMBLY]** MPAs should also be included and engaged in the JDDC forum discussions, on invitation. The MPAs are key stakeholders in Local Governance and a key driver for a sustainable Community-Led Local-Governance system. In KP, in the past, local development investments (with Quotas allocated to a MPA), were organized through the District Development Advisory Committees (DDAC) in which all members of the Provincial Assembly of a District concerned were organized, to coordinate the District's Development Projects. The GoB CLLG Policy, and relevant subordinate Notifications, and the JDDC ToR, clarify the role of MPAs, and their participation in JDDC meetings.
- **[COMMUNITY REPRESENTATIVES]** District Community Members/Representatives can organize themselves in Committees, that could address a specific cause, like children and women issues, though a Child Protection Committee, or a District Legal Empowerment Committee, etc. These Committees can be invited to participate in the JDDC, when a relevant topic is tabled, and it is expected that the outreach to citizens or specific target groups will be enhanced by these Special Committees, and this can be decided by the Chair/Co-chair and Members of the JDDC.
- **[COMMUNITY PUBLIC PRIVATE PARTNERSHIPS]** Community-PPP are collaborative arrangements between private and public entities at local level. PPP arrangements would be one way to promote the CLLG Policy, by using PPP Legal/Contractual contracts, to create innovative collaborative and investment agreements between the (Local) Government and the CIs. The JDDC should encourage Local/Village level PPP.
- **[JOINT DISTRICT DEVELOPMENT PLAN/REPORT]** The Media should be briefed on how to read and understand the Joint District Development Plan/Report that will be issued regularly by the JDDC. The term "Joint" is used, to point out that both the Government Supply-side Development Plans, and the (Organized) Communities/Community Institutions (CI)/NGO/CBO/ Elected Members' Demand-side Development Plans, are aligned and where possible integrated. The Joint GoB District Development Plan/Report is to present, how the GoB Development Plans are aligned with the CIs' District/Tehsil/UC/Village Development Plans (and vice versa). The Joint Plan/Report is to clearly show the specific (opportunities of) synergy between specific activities/investments of the GoB and the CI Development Plans. Guided by District Development Strategy & Guidelines prepared by the LGRDD, each JDDC will prepare the Minutes of each JDDC meeting, and a



transparent Table that lists the Projects/Investments that are (to be) aligned, and the specifics of these projects/investment, presented as the Joint District Development Plan/Report. These publications are to be provided, if necessary, in adapted form to the Media.

### **Terms of Reference (ToR)**

#### **7. Support NPOs & BRDA for Capacity Building initiatives**

### **GUIDELINE 7**

**[THE CLLG POLICY AND TRANSFORMATIVE CHANGE]** At present, the GoB is not capacitated to provide the full range of Community-Mobilisation functions presently being performed by the RSPs under the BRACE-I Programme. The GoB CLLG Policy aims at repositioning of all stakeholders, allowing the GoB to play a lead role and ensuring that CI are equal partners in Community-Led Local Governance. Three benchmarks need to be clarified and validated; (1) which Community-Mobilisation/-Empowerment (CM/CE) functions should be provided by Government entities? (2): can the relevant GoB District/Tehsil (Line-)Departments/Units perform these CM/CE functions? Presently performed by the RSPs, and (3) If a GoB entity cannot (yet) perform those CM functions, can it be capacitated and then position itself to provide in future those CM/CE functions to the relevant stakeholders/CIs, i.e., deliver inclusive equitable CM/CE support to the Citizens/CIs and, how long will it take to capacitate the relevant GoB Units. This capacity-building of the GoB Units will allow the transformative change which the CLLG Policy is aiming for.

**[COMMUNITY-MOBILISATION(CM)/-EMPOWERMENT(CE)]** Community-Mobilisation (CM) & Community-Empowerment (CE) are the capacity-building interventions and investments, that target a specific group of Citizens, or a CI. In most cases a specialized NGO/CBO/RSP Organisation provides Community-Mobilisation interventions. However, in some scenarios Govt Departments are groomed to provide the full range of CM/CE support interventions. The details of the full range and holistic CM/CE approach, as practiced by RSPs under BRACE-I, are captured in the RSP Project Implementation Manual (PIM) and a complete and robust CM/CE process has prescribed and transparent steps that ensures inclusiveness and equity, and follows criterion-based decision-making sub-processes, that can be validated. CM/CE cover the soft-investments like Awareness Campaigns, TVET training, support to Persons With Special Needs (PWSN), setting up revolving funds for Income Generation or Health Insurance Cover, while hard-investments are the Community Physical infrastructure (CPI) Schemes.

**[BALOCHISTAN ACADEMY FOR RURAL DEVELOPMENT]** The BRDA, resorts under the LGRDD. A transformative CLLG Policy will require capacity-building of various stakeholders to understand their new roles under the proposed CLLG Policy. The BRDA is mandated to provide such capacity-building and training and can target both the Government and the Community institutions stakeholders, as both types of stakeholders require capacity-building.

**[BRACE TA: DISTRICT COORDINATION CB COURSE]** Under the BRACE Programme 2017-2022/23, the BRACE TA has initiated the District Coordination (DC) CB & Training Course, for selected Government Officials from the Deputy Commissioners Offices and the LG Departments, and District Representatives of the RSPs, from the 9/10 BRACE Districts. Five DC Course Training Events of 2-3

days duration each, have been implemented during 2020-2022. The TA DC Course aimed at building the capacity of a selected group of 57 District Government Officials, the BRACE District RSP representatives, and the TA District Staff, to become the change agents that are to promote the implementation in their respective district, of the Provincial CLLG Policy. The TA DC Course was organized in close collaboration with the BRDA, and was held at the BRDA, and also directly contributed to CB of the BRDA itself.

**[COORDINATION OF CAPACITY BUILDING (CB)]** The JDDC and the BRDA, and during BRACE Programme 2017-2022 supported by the RSPs, has coordinated and facilitated Capacity-building (CB) and Training, directed at all District stakeholders involved in Community Driven Local Governance, to enhance their understanding of; VDP, UC/MC DPSs and DDPs information content, approval processes and their planning, implementation and M&E systems; criteria for capacity assessment of CI institutions, CBOs, NGOs; capacity assessments of GoB line departments to support CLLG; Participatory Planning systems; Government Policies on CLLG and Gender Equity, Gender Sensitive Budgeting and programming; and sharing research findings to improve implementation and programme/project design. The CLLG Policy and GoB CLLG Development programmes include dedicated capacity building and training budgets, that will be implemented and coordinated through the JDDC and the LGRDD.

### **Terms of Reference (ToR)**

8. Consider the CI/NPO-CPI & Community Mobilisation investments submitted by CIs

### **GUIDELINE 8**

- **[CPI AND GPI SCHEMES – COMPONENT SHARING]** The JDDC will seek/identify specifically complementary of GoB schemes with BRACE CI-prioritized CPI Schemes. Under a Component-sharing arrangement, the Government/Line Department will complete its investment component and the Community Institution will implement its own investment component. The component-sharing arrangements would have to address and regulate the O&M responsibilities of the two parties and an NOC would be drawn up by the relevant Line Department.
- **[CPI AND GPI SCHEMES – CO-INVESTMENT/FINANCING]** Through *Co-Investment/Financing* we can also establish Complementarity and synergy, between the GoB and the CI Development Plans/Schemes, by seeking opportunities of joint funding from Government and Community resources, to increase the possible scope, size and quality of the joint GoB/CI CPI investment. The JDDC platform is to coordinate this synergy of funding and act as facilitator and catalyst for co-investment/funding agreements between GoB and CI resources. Co-investment refers to GoB and CI jointly funding the Construction of Procurement. and Co-Financing refers to GoB/COI jointly funding the Operation and Maintenance. The general term would be Co-Funding. Co-Funding arrangements must be covered by an MoU that address and regulate the construction and/or procurement and the O&M responsibilities of the two parties. Where NGOs have mobilized Communities, the CI can be expected to play their due role as specified in the MoU.
- **[IDENTIFY SYNERGY OPPORTUNITIES]** The JDDC will invite the GOB and CIs stakeholders, to identify their prioritized CPIs and CM interventions, where

synergy can be achieved. For those CPI/CM interventions, the JDDC will review the Project concepts, against prescribed formats and procedures, to assess possible sharing of resources and/or co-funding between the GOB and the CI.

- **[TECHNICAL EVALUTION]** The JDDC may constitute a Technical Evaluation Sub-Committee(TEC) to screen, evaluate, and review the required Technical and Administrative Sanctions, and the recommendations made by the CI, of their prioritized CPIs and their prioritized CM interventions. The JDD/TEC will review and approve (or return for improvement or reject) the fully developed and costed CI/CBO CPI proposals for consideration of Co-funding from GoB Budgets. The search for synergy can also be extended to non-prioritized CPIs of the CI VDPs.

## **Terms of Reference (ToR)**

### **9. Activate contractual agreements b/w NPOs/CIs & GoB Line Departments**

#### **GUIDELINE 9**

- **[GoB LG Amended Act 2022].** The JDDC is the District Coordination instrument of a GoB Community Led Local Governance (CLLG) Policy. In turn the CLLG Policy is implemented under the cover of the GoB LG Act 2010 and its amendments are captured in the GoB LG Amended Act 2022. The Balochistan Local Government Act (2010) only recognised Local Bodies/Councils as representatives of the people/citizens, allowing GoB local development funds/budgets to be channeled to the Local Bodies/Councils. The GoB LG Amended Act 2022 specifies an Amendment to LG Act Section 87 *“Provided that a Local Council, subject to the approval of the Local Government Board, may engage Registered Community Based Organisations (CBO) /Community Institutions CI) in its local area development or execute such projects funded by the Donor Organisations/Agencies.”* The GoB CLLG Policy (2023), in alignment with the LG Amended Act 2022, provides the Policy Guideline and specifies Institutional and Implementation Arrangements, that work out the role of CIs. The JDDC is the District Coordination instrument of the CLLG Policy and aims to coordinate all Stakeholders at (sub-) District level.
- **[CO-FUNDING OPTIONS]** The JDDC will coordinate the activation of contractual agreements that will regulate Co-Funding between GOB and CI, with the aim of creating synergies. A NOC will regulate opportunities where synergy can be achieved through physical (Component Sharing) linking of GOB Development Schemes with CI Development Investments. A MoU will regulate opportunities where synergy can be achieved through financial and physical linking of GOB Development Schemes with CI Development Investments. The NOC/MOU will (a) regulate a time-bound implementation schedule with clear payment milestones, (b) provide detailed budgets and cost estimates, and a timely releases-schedule, (c) aim to avoid cost overruns of individual schemes and lapses of the fund by the end of the project, (d) specify clearly the ownership arrangements and responsibilities of the contracting parties make sure the CI CPI/SM investment are effective and remain sustainable. The CI-SM investment will especially cover a Sustainable Community Investment Fund (CIF) grant, managed, and implemented by the CIs themselves, to provide capital to CI members for IG activities, and revolve loan funds to benefit a maximum number of poor households.

- **[BUDGET SOURCES FOR CO-FUNDING]** Different types of GoB Budgets and CI fund sources can be activated for co-funding. Different types of GoB fund sources could be utilized for co-investment with CI Investments. The co-investment/financing options would be governed by a specific MOU that would explain the shares and responsibilities of the co-funding partners. The following possible co-funding options and MOUs are identified:
  - LGRDD/LCFC/LB Grant: Under the new GoB LG Amended Act (2022) the Local Council can implement/co-fund local development investments with CIs, and this will require a MoU between the Local Council and the CI, that will be governed by the GoB District FR for Local Councils/Bodies. The GoB LG Amended Act 2022 also designates the Local Council as the channel through which (other) Government funds can be channeled to CIs. In addition, the following Co-funding Budget sources are identified. NOTE: The PFC/ LCFC (Provincial Finance Commission/Local Council Finance Commission) will be the main instrument to regulate funding of devolved budgets for CD/CL Development Investments.
  - Line Dept Scheme (New/Ongoing) Funds: Co-funding of CI funds with Line Dept Scheme (New/Ongoing) Funds, requiring MoU between relevant CI and the DIU.
  - Development Partners Sector Budget Support: Co-funding from DP LGRDD/CLLG-RD Project/Programme Funds, provided to the GoB On-Budget, as Project or Sector Budget Support. The Project Financing Agreement between DP and the GoP/EAD-GoB/P&DD/LGRDD, would stipulate MoUs that would regulate the funding between LG&RDD (as custodian of the DP Funds) and (a) NGO/CBOs, for example to provide for (District Based) CM Services, as is done under BRACE-I. or (b) the CIs for their prioritized development investments.
  - LGRDD/CLLG-RD Programme Funds from DP/EU, provided as On-Budget Project or Sector Budget Support. Co-funding from DP Projects Funds that are Off-Budget/Outside GoB Treasury. The DP/GoB-EAD/GoB Financing Agreement would stipulate MoUs that would regulate funding directly between the DP, and (a) the relevant CI for their prioritized development investments or (b) to relevant NGO/CBO, for example to provide for (District Based) CM Services, as is done under BRACE-I.

### **Terms of Reference (ToR)**

10. Invite and coordinate with district stakeholders to share progress on the development and action plans of their respective offices/departments.

### **GUIDELINE 10**

**[PROGRESS REVIEWS]** The JDDC will review GoB and the CI Development Plans, and in particular, report on the progress of the co-funded schemes during construction/implementation and during operations, in the targeted UCs, draw lessons-to-be -learned for future synergy opportunities between GOB and CI Development Plans and Schemes.

**[JDDC QUARTERLY MEETINGS]** The JDDC will hold at least quarterly progress review meetings. The decision to meet must be communicated timely to all JDDC Members/Stakeholders both at district, divisional and provincial level. The first JDDC meeting after the start of every fiscal year shall develop a yearly work plan.

**[SCOPE AND SPECIFICS OF PROGRESS REVIEWS AND FINDINGS]** Progress review will monitor physical and financial progress which cover the Government and CI Development Plans, at Village, UC and District levels, issuing reports with timely corrective actions to resolve financial and implementation bottlenecks, and monitor and evaluate progress in terms of quality and timeliness of outputs, relevance of outcomes, and poverty reduction impact, and advise line departments to undertake monitoring visits to CI projects, especially, those having technical and social issues, and being Co-funded from GOB Budgets. Specifically, the review will cover.

- 1) The JDDC may approve and regularly update a “Joint District Development Committee Report”, outlining the measures to improve synergy between the GoB and the CI Development Plans. This report will include feedback to the CLLG Programme PIU, the Finance Department, Planning & Development departments, and other Provincial departments, on the status of implementation of sector plans as they relate to CLLG initiatives.
- 2) The JDDC will in particular share and review the overall updates of the EU-Funded GoB BRACE Programme interventions at Village/UC/Tehsil/District level.

**[JDDC PROGRESS REVIEW AREAS]** See Annex E-9. Progress review meeting agenda is to be prepared and shared prior to the meetings and each JDDC meeting and the agenda is to address and review the following areas.

- 1 Review/Discus the District Development Planning Systemic and Capacity Building Issues. Part 1 can be structured along sectors or clusters of sectors, e.g., Cluster 1: Health/Education/Water supply Sectors, Cluster 2: Agriculture/Livestock/ Livelihoods/ Irrigation Sectors, Cluster 3 Economic/Infrastructure/Roads Sectors; and Cluster 4: Governance/ Disaster Management/Pandemic/Security Sectors. If each Cluster would be addressed in one meeting, then in 4 JDDC meetings all sectors will be covered, and the in the next 4 meetings the second round takes place to discuss the development planning (systemic and capacity building) issues of these sectors (clusters). If the JDDC meetings are held 12x per year, then each (cluster/sector will be discussed 3 x in a year.
- 2 Review/discuss progress of the GoB and the CI Development Plan operational issues, i.e., the operational decision to be made by the JDDC on review and approval of CI Development Plans and CI CPLs, and possible co-funding from GoB budgets, monitoring progress against decisions taken, and identify measures to remove (implementation) bottlenecks.
- 3 Any other business, urgent matters.

#### **Terms of Reference (ToR)**

11. Review progress of CI/Community/co-funded projects and report to PIU, and disseminate information & collate experiences & lessons learned

#### **GUIDELINE 11**

**[GOVERNMENT OFFICIALS]** The government officials at local level, community institutions representatives, (office bearers of CO/VO/LSO) and CBO/NGOs involved in community mobilisation, need to understand each other's functions. The JDDC will create effective communication and information dissemination channels between government, CI community leaders, and community mobilisation NGO/CBOs.

**[PROGRESS REVIEWS]** Progress review will (i) monitor physical and financial progress which cover the Government and CI Development Plans, at Village, UC and District levels, (ii) issuing reports with timely corrective actions to resolve financial and implementation bottlenecks, and (iii) monitor and evaluate progress in terms of quality and timeliness of outputs, relevance of outcomes, and poverty reduction impact, and (iv) advise line departments to undertake monitoring visits to CI projects, especially, those having technical and social issues, and being co-funded from GoB budgets.

**[JOINT DISTRICT DEVELOPMENT REPORT]** Joint means that alignment of both the government supply-side development plans, and the (organized) communities/community institutions (CI)/NGO/CBO/ elected members' demand-side development plans, are reviewed. The Joint GoB District Development Plan/report is to present, how the GoB development plans are aligned with the CIs' District/Tehsil/UC/Village Development Plans (and vice versa). The joint plan/report is to clearly show the specific (opportunities of) synergy between specific activities/investments of the GoB and the CI Development Plans. Guided by District Development Strategy & Planning Guidelines prepared by the LGRDD, each JDDC will prepare the Minutes of each JDDC meeting, and a transparent table that lists the projects/investments that are (to be) aligned, and the specifics of these projects/investment, presented as the Joint District Development Plan/Report.

**[DISSEMINATION OF FINDINGS]** The JDDC will identify resources (see PIU/DIU) to widely disseminate information on the Joint District Development Committee review meeting and develop and share a joint district development report, to achieve a stronger common understanding with all stakeholders, and provide evidence, how GoB/CI coordinated development, responds better to CI-identified needs, and results in more effective social services delivery.

**[LESSONS LEARNED]** The JDDC will collate its experiences and lessons-learned and submit these to the LGRDD, to contribute to the elaboration of a dedicated GoB Community Led Local Governance (CLLG) Policy and its implementation framework. NOTE: The EU-funded BRACE Programme guidelines constitutes at present the procedures for community driven local governance for the BRACE Programme districts for a programme period, while the GoB CLLG Policy which is to be implemented through the GoB budget process from 2023-24 onwards. The GoB CLLG Policy and the Policy implementation procedures provided in this manual have replaced the BRACE Programme guidelines.

**[DISSEMINATION TO MEDIA]** The MEDIA should be briefed on how to read and understand the joint district development plan/report that will be issued regularly by the JDDC. This joint report or, if necessary, an adapted format is to be presented to the media.

**[DISSEMINATION TO OTHER STAKEHOLDERS/INFORMATION RECIPIENTS]** The government officials at the local level, the community institutions representatives (office bearers of the COs/VOs/LSOs), and the CBOs/NGOs involved in community mobilisations, need to understand each other's functions. The JDDC will therefore create effective communication channels between the Government, the CI community leaders, and the CM NGO/CBO.

**[DISSEMINATION TO SPECIAL INFORMATION RECIPIENTS]** JDDC should communicate with women community leaders. That can be regular update or



representation of women leaders in JDDC meeting. The decision should reach to all women members of JDDCs.

**[PROVINCIAL PIU/DISTRICT DIU]** It is scheduled for the GoB to develop their (on-budget) CLLG Rural/Urban Development Programmes. These CLLG R/U Development programmes will have the provincial Policy Implementation Unit (PIU) and District Implementation Units (DIUs). The PIU/DIU will have budgets/resources that will be allocated for Secretariat support to the JDDC, part of the PIU/DIU Secretariat resources will be allocated to support for JDDC dissemination activities and information outputs/reports.

#### **Terms of Reference (ToR)**

12. Align the SDGs with the development activities at district/sub-district level

#### **GUIDELINE 12**

**[CONTRIBUTION OF LOCALIZED DEVELOPMENT ACTIONS/INVESTMENTS TO SDGs]** Periodically, the JDDC is to report on the way, and the extent to which, the localized development actions and the investments from the GoB and the CI Development Plans Investments, contribute to the achievements of the Sustainable Development Goals (SDGs).

**[METHODOLOGY AND FORMATS TO ASSESS CONTRIBUTIONS OF LOCALIZED ACTIONS ON SDGs]** See Annex E-11. The BRACE IPs developed methodologies, and reporting formats to assess the contributions of their (localized) BRACE CI Development Plans actions and investments, to the achievement of the SDGs at district and provincial level. The JDDC is to be provided with these methodologies and assessment reports (formats) and the JDDC may then apply these on the other GoB Development Plan actions and investments.

#### **Terms of Reference (ToR)**

13. Approve CLLG annual workplan and annual funds distribution among UCs according to agreed formula.

#### **GUIDELINE 13**

**[APPROVAL OF ANNUAL WORKPLAN]** Before the start of each fiscal year, the District Implementation Unit (DIU) will lead an annual workplan development process. This will include field activities for the year as well as district level activities. Activities will be prioritized and distributed across four quarters with clear lead and supporting roles. The final annual workplan will be submitted to JDDC for approval. After approval, the workplan will be shared with concerned district officials, DIU, PIU and IP (if any).

**[APPROVAL OF ANNUAL FINANCIAL PLAN]** Based on the annual workplan, annual financial plan will be prepared covering operational and developmental costs. This annual financial plan will be approved and shared with all concerned including CLLG PIU in the LG&RDD. According to this financial plan, the quarterly release request will be submitted along with the quarterly workplan.

# Annexures

## Chapter 5



## Annex E-1: Analysis of the Bottom-Up Development Plans

### Annex E-1a Summary of the bottom-up development plans:

| Bottom-up plans | Number of schemes | Total Costs |
|-----------------|-------------------|-------------|
| VDPs            |                   |             |
| UDPs            |                   |             |
| TDP             |                   |             |
| DDP             |                   |             |
| <b>Total</b>    |                   |             |

### Annex E-1b Summary of community hard nature of needs:

| SN | Nature of CPI        | Numbers | Unit Cost | Total Cost | Expected Beneficiary | Possible Source/Orga. | Remarks |
|----|----------------------|---------|-----------|------------|----------------------|-----------------------|---------|
| 1  | Water supply schemes | 5       | 7M        | 35M        | 22511number / 275HH  | PHED                  |         |
| 2  |                      |         |           |            |                      |                       |         |
| 3  |                      |         |           |            |                      |                       |         |
| 4  |                      |         |           |            |                      |                       |         |
| 5  |                      |         |           |            |                      |                       |         |
| 6  |                      |         |           |            |                      |                       |         |
| 7  |                      |         |           |            |                      |                       |         |
| 8  |                      |         |           |            |                      |                       |         |
| 9  |                      |         |           |            |                      |                       |         |
| 10 |                      |         |           |            |                      |                       |         |
|    | <b>Total</b>         |         |           |            |                      |                       |         |

### Annex E-1c Summary of community soft nature of needs:

| SN | Nature of Issue | Planned Activity   | Units | Estimated Cost | Total Cost | Expected Beneficiary | Possible Source/Orga | Remarks |
|----|-----------------|--------------------|-------|----------------|------------|----------------------|----------------------|---------|
| 1  | Early marriages | Awareness sessions | 5     | 5000           | 25000      | 22511number / 275HH  | NRSP/BRSP            |         |
| 2  |                 |                    |       |                |            |                      |                      |         |
| 3  |                 |                    |       |                |            |                      |                      |         |
| 4  |                 |                    |       |                |            |                      |                      |         |
| 5  |                 |                    |       |                |            |                      |                      |         |
| 6  |                 |                    |       |                |            |                      |                      |         |
| 7  |                 |                    |       |                |            |                      |                      |         |
| 8  |                 |                    |       |                |            |                      |                      |         |
| 9  |                 |                    |       |                |            |                      |                      |         |
| 10 |                 |                    |       |                |            |                      |                      |         |
|    |                 | <b>Total</b>       |       |                |            |                      |                      |         |

## Annex E-2 Status of CIs, Development Plans and CPI Schemes

The table below is to be a summary table giving the status of the following three items:

- Registered CI entities = CO -VO-LSO, Tehsil, District LSO Network, and their status: Registered, With/o bank account, Board in place, regularly meets etc.,
- The status of respective Development Plans of these CI entities (VDP, UC/MC DPS, TDP, DDP) Status: ready approved by JDDC, Updated (date/when?)
- Prioritized CPIs in the respective Development Plans and CPI status: approved by

| Summary of Districts, Tehsils, UCs and Villages and Status of Development Plans, and VO, LSO and LSO-Network Registration/Establishment |                          |                                                                                                               |            |              |                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------|---------------------------------------------------------------------------------------------------------------|------------|--------------|---------------------------------|
| Status: --/--/21                                                                                                                        |                          | if possible state date establishment                                                                          |            |              | if possible state date first DP |
| #                                                                                                                                       | District                 | District LSO network                                                                                          | Registered | Bank Account | District Development Plan       |
| 1                                                                                                                                       | Loralai                  |                                                                                                               |            |              |                                 |
| #                                                                                                                                       | Tehsil                   | Tehsil LSO network                                                                                            | Registered | Bank Account | Tehsil Development Plan         |
| 1                                                                                                                                       | Teh1- Bori               |                                                                                                               |            |              |                                 |
| #                                                                                                                                       | UC                       | UC LSO                                                                                                        | Registered | Bank Account | UCDP                            |
| 1                                                                                                                                       | UC1 - Poonga             | Mushtarka (Mixed) (29-6-2018)                                                                                 |            |              | 13-8-2020                       |
| #                                                                                                                                       | Village                  | Village Organization (VO)                                                                                     | Registered | Bank Account | VDP                             |
| 1                                                                                                                                       | V1:Shah Karaz            | Karez Zalmi (Men) 22-5-2018                                                                                   |            |              | 30-1-2019                       |
| 2                                                                                                                                       | V2:Naseem Shah           | Pashtoon Dahee Tanzeem (Women) 9-8-2018                                                                       |            |              |                                 |
| 3                                                                                                                                       | V3:Alshekh Baloch khan   | Master (Men) 12-6-2018<br>Chand khawateen Tanzeem (Women) 17-5-2018                                           |            |              |                                 |
| 4                                                                                                                                       | V4:Sagar                 | Sagar khawateen Dehi tanzeem (Women) 16-4-2021<br>Satar tanzim (Men) 26-3-2021                                |            |              | 01-01-0001                      |
| 5                                                                                                                                       | V5:Safi Kot              | Gullab Tanzeem (Women) 16-5-2018<br>Safi Kot Tanzeem (Men) 16-5-2018                                          |            |              | 18-2-2019                       |
| 6                                                                                                                                       | V6:Potai                 | Gulalai dahee tanzeem (Women) 30-6-2018<br>Al Khidmat (Men) 28-6-2018                                         |            |              | 19-3-2019                       |
| 7                                                                                                                                       | V7:Sultan Muhammad Karaz | Zargon karaz (Men) 16-5-2018<br>Karez Katwateen Dahi Tanzeem (Women) 6-6-2018                                 |            |              | 30-1-2019                       |
| 8                                                                                                                                       | V8:Poonga                | Bori wal (Men) 22-5-2018<br>Mukhlis (Men) 8-3-2019                                                            |            |              | 8-1-2019<br>25-3-2019           |
| 9                                                                                                                                       | V9:New Viala             | Muslim khwateen Dahi Tanzeem (Women) 14-7-2018<br>Kasa (Men) 21-6-2018<br>Aman welfare society (Men) 7-7-2018 |            |              | 19-03-2019<br>16-6-2019         |
| 10                                                                                                                                      | V10:Badar Cheena         | Gulshan Society (Men) 14-5-2018<br>Roshan Dahi Tanzeem (Women) 25-5-2018                                      |            |              | 7-1-2019                        |

JDDC, MoU agreed > full funded or not, constructed, operations etc.

## Annex E-3 List CI Prioritized Development Needs/Investments for Approval

The table below presents the List of CPI Schemes (Construction and Improvement of Small-Scale Community Infrastructure) for Schemes and other Development Investments, as Prioritized and Identified by the Community Institutions

**District** \_\_\_\_\_

| S/no | Tehsil | UC/MC | Community Institution | Revenue Village / Settlement | Location | Beneficiary Households | Type of Intervention | Rough Estimated Cost |
|------|--------|-------|-----------------------|------------------------------|----------|------------------------|----------------------|----------------------|
|      |        |       |                       |                              |          |                        |                      |                      |
|      |        |       |                       |                              |          |                        |                      |                      |
|      |        |       |                       |                              |          |                        |                      |                      |
|      |        |       |                       |                              |          |                        |                      |                      |
|      |        |       |                       |                              |          |                        |                      |                      |
|      |        |       |                       |                              |          |                        |                      |                      |
|      |        |       |                       |                              |          |                        |                      |                      |
|      |        |       |                       |                              |          |                        |                      |                      |

|                                                                                                                                                                |        |           |                       |  |                       |                         |                                                     |  |  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-----------|-----------------------|-----------------------------------------------------------------------------------|-----------------------|-------------------------|-----------------------------------------------------|-------------------------------------------------------------------------------------|--|
| یورپی یونین                                                                                                                                                                                                                                     |        |           |                       |                                                                                   |                       |                         |                                                     |                                                                                     |  |
| <b>National Rural Support Programme</b>                                                                                                                                                                                                         |        |           |                       |                                                                                   |                       |                         |                                                     |                                                                                     |  |
| List of CPI Schemes Identified by Community Institutions under Balochistan Rural Development and Community Empowerment Programme (BRACE-PROGRAMME),<br>(Construction and Improvement of Small-Scale Community Infrastructure) for District Kech |        |           |                       |                                                                                   |                       |                         |                                                     |                                                                                     |  |
| S/No                                                                                                                                                                                                                                            | TEHSIL | UC/MC     | COMMUNITY INSTITUTION | REVENUE VILLAGE / SETTLEMENT                                                      | LOCATION              | BENEFICIARY HOUSE HOLDS | TYPE OF SCHEME                                      | Rough Estimated Cost                                                                |  |
| 1                                                                                                                                                                                                                                               | Buleda | Buleda    | VO Pattan Dan Koshk   | Pattan Dan                                                                        | Pattan Dan Koshk      | 40                      | Flood Protection Band                               | 1,200,000                                                                           |  |
| 2                                                                                                                                                                                                                                               | Buleda | Buleda    | VOTaptap              | Taptap                                                                            | Taptap                | 30                      | Sanitation(Sewerage Line & street rigid pavement)   | 1,500,000                                                                           |  |
| 3                                                                                                                                                                                                                                               | Buleda | Buleda    | VO Kor-e-Pusht        | Kor-e-Pusht                                                                       | Kor-e-Pusht           | 35                      | Sanitation(Sewerage Line & street rigid pavement)   | 1,200,000                                                                           |  |
| 4                                                                                                                                                                                                                                               | Buleda | Buleda    | VO Sanj Zor Bazar     | Zor-e-Bazar Koshk                                                                 | Koshk                 | 70                      | Flood Protection Wall                               | 1,800,000                                                                           |  |
| 5                                                                                                                                                                                                                                               | Turbat | Absor     | VO Mahikan            | Kolwai Bazar Ward Shumali Absor                                                   | Kolwai Bazar Absor    | 80                      | DWSS Solar System                                   | 800,000                                                                             |  |
| 6                                                                                                                                                                                                                                               | Turbat | Absor     | VO Chiragh            | Kolwai Bazar Ward Shumali Absor                                                   | Kolwai Bazar Absor    | 65                      | DWSS Solar System                                   | 700,000                                                                             |  |
| 7                                                                                                                                                                                                                                               | Turbat | Absor     | VO Ziarat-e-Sar       | Khwaja M Saeed Ward Absor                                                         | Absor                 | 90                      | PHE DWSS Pipeline Extension                         | 600,000                                                                             |  |
| 8                                                                                                                                                                                                                                               | Turbat | Absor     | VO Sanj               | Kolwai Bazar Dan-e-Sar                                                            | Kohi Goth             | 60                      | PHE DWSS Pipeline Extension                         | 500,000                                                                             |  |
| 9                                                                                                                                                                                                                                               | Turbat | Absor     | VO Umerani Muhalla    | Kolwai Bazar Shumali                                                              | Kolwai Bazar Absor    | 75                      | Sanitation(Sewerage Line & street rigid pavement)   | 1,000,000                                                                           |  |
| 10                                                                                                                                                                                                                                              | Turbat | Jamak     | VO Jamak Mashriqi - 2 | Seth Kareem Bux Bazar                                                             | Seth Kareem Bux Bazar | 94                      | Karez Rehabilitation                                | 400,000                                                                             |  |
| 11                                                                                                                                                                                                                                              | Turbat | Jamak     | VO Musa Bazar Jamak   | Master Musa Muhalla                                                               | Master Musa Muhalla   | 89                      | Tunnel for Karez                                    | 300,000                                                                             |  |
| 12                                                                                                                                                                                                                                              | Turbat | Koshkalat | VO Kothwali           | Koshkalat North                                                                   | Koshkalat North       | 243                     | Sanitation(Sewerage Line & street rigid pavement)   | 700,000                                                                             |  |
| 13                                                                                                                                                                                                                                              | Turbat | Koshkalat | VO Qandeel            | NoKalat Kulband                                                                   | NoKalat               | 162                     | Repairing works and Solar electrification of School | 500,000                                                                             |  |
| 14                                                                                                                                                                                                                                              | Turbat | Koshkalat | CO Joh-e-Sar          | North Koshkalat                                                                   | Koshkalat             | 752                     | Solar Electrification of School (Govt. Boys High    | 400,000                                                                             |  |
| 15                                                                                                                                                                                                                                              | Turbat | Koshkalat | VO Ali Abad           | Ali Abad                                                                          | Ali Abad              | 110                     | Sanitation(Sewerage Line & street rigid pavement)   | 800,000                                                                             |  |

## Annex E-4: Analysis of District Top-Down Allocation Vs Expenditure for the Past 3 Years

(PKR in Million)

| S. No | Sector                                     | Current FY (-1) |                            | Current FY (-2) |                            | Current FY (-3) |                            |
|-------|--------------------------------------------|-----------------|----------------------------|-----------------|----------------------------|-----------------|----------------------------|
|       |                                            | Allocation (A)  | Expenditure (E)            | Allocation (A)  | Expenditure (E)            | Allocation (A)  | Expenditure (E)            |
| 1     | Administration of Justice (BC21007)        |                 |                            |                 |                            |                 |                            |
| 2     | Agriculture (BC21026)                      |                 |                            |                 |                            |                 |                            |
| 3     | Archaeology, Museums & Libraries (BC21017) |                 |                            |                 |                            |                 |                            |
| 4     | Board of Revenue Administration (BC21055)  |                 |                            |                 |                            |                 |                            |
| 5     | Civil Defense (BC21011)                    |                 |                            |                 |                            |                 |                            |
| 6     | Civil Works - Road (BC21013)               |                 |                            |                 |                            |                 |                            |
| 7     | Cooperative (BC21031)                      |                 |                            |                 |                            |                 |                            |
| 8     | Education (BC21041)                        |                 |                            |                 |                            |                 |                            |
| 9     | Food (BC21025)                             |                 |                            |                 |                            |                 |                            |
| 10    | Forest (BC21029)                           |                 |                            |                 |                            |                 |                            |
| 11    | General Administration (BC21001)           |                 |                            |                 |                            |                 |                            |
| 12    | Health (BC21018)                           |                 |                            |                 |                            |                 |                            |
| 13    | Higher Education (BC21016)                 |                 |                            |                 |                            |                 |                            |
| 14    | Irrigation (BC21032)                       |                 |                            |                 |                            |                 |                            |
| 15    | Jails & Detention Places (BC21010)         |                 |                            |                 |                            |                 |                            |
| 16    | Levies (BC21009)                           |                 |                            |                 |                            |                 |                            |
| 17    | Livestock (BC21028)                        |                 |                            |                 |                            |                 |                            |
| 18    | Local Government (BC21033)                 |                 |                            |                 |                            |                 |                            |
| 19    | Manpower & Labour Management (BC21020)     |                 |                            |                 |                            |                 |                            |
| 20    | Mines and Minerals (BC21036)               |                 |                            |                 |                            |                 |                            |
| 21    | Police (BC2100)                            |                 |                            |                 |                            |                 |                            |
| 22    | Population Welfare (BC21019)               |                 |                            |                 |                            |                 |                            |
| 23    | Public Health Engineering (BC21014)        |                 |                            |                 |                            |                 |                            |
| 24    | Religious-Minorities Affairs (BC21024)     |                 |                            |                 |                            |                 |                            |
| 25    | Social Welfare (BC21022)                   |                 |                            |                 |                            |                 |                            |
| 26    | Sports (BC21021)                           |                 |                            |                 |                            |                 |                            |
|       | <b>Total</b>                               |                 |                            |                 |                            |                 |                            |
|       |                                            |                 | <b>Percentage =E/Ax100</b> |                 | <b>Percentage =E/Ax100</b> |                 | <b>Percentage =E/Ax100</b> |

## Annex E-5: Progress Review for Collective Action Projects (GoB + CI Projects)

### Progress Report for the Month of: \_\_\_\_\_

[This template is about GoB/Top-Down Development Investments that:

- (a) directly affect communities (e.g., building a school in a specific village), and/or
- (b) are directly affected by mobilized communities (e.g., a mobilized community will strengthen a voter registration efforts by the LG)

| Cluster 1: Development and Production Sector – By Department          |                   |          |       |                                 |                                 |               |
|-----------------------------------------------------------------------|-------------------|----------|-------|---------------------------------|---------------------------------|---------------|
| Department<br>Project<br>Activity                                     | Physical Progress |          |       | Financial Progress              |                                 |               |
|                                                                       | Annual<br>Target  | Achieved | % Ach | Fuds<br>Allocated<br>(PKR in M) | Funds<br>Utilized<br>(PKR in M) | % Utilisation |
| 1.1 Planning and Development (P&D Dept)                               |                   |          |       |                                 |                                 |               |
| 1.1.1 P&D Dept and CI Project 1                                       |                   |          |       |                                 |                                 |               |
| Activity 1                                                            | 100               | 15       | 15    | 325                             | 227                             | 70            |
| Activity 2                                                            | 150               | 50       | 33    | 25                              | 10                              | 40            |
| 1.1.2 P&D Dept and CI Project 2                                       |                   |          |       |                                 |                                 |               |
| Activity 1                                                            |                   |          |       |                                 |                                 |               |
| Activity 2                                                            |                   |          |       |                                 |                                 |               |
| 1.2 Communication Works, Physical Planning and Housing (CW,PP&H Dept) |                   |          |       |                                 |                                 |               |
| 1.2.1 CW,PP&H Dept and CI Project 1                                   |                   |          |       |                                 |                                 |               |
| Activity 1                                                            |                   |          |       |                                 |                                 |               |
| Activity 2                                                            |                   |          |       |                                 |                                 |               |
| 1.2.2 CW,PP&H Dept and CI Project 2                                   |                   |          |       |                                 |                                 |               |
| Activity 1                                                            |                   |          |       |                                 |                                 |               |
| Activity 2                                                            |                   |          |       |                                 |                                 |               |
| 1.3 Agricultural & Cooperatives Dept (A&C Dept)                       |                   |          |       |                                 |                                 |               |
| 1.3.1 A&C and CI Project 1                                            |                   |          |       |                                 |                                 |               |
| Activity 1                                                            |                   |          |       |                                 |                                 |               |
| Activity 2                                                            |                   |          |       |                                 |                                 |               |
| 1.3.2 A&C and CI Project 2                                            |                   |          |       |                                 |                                 |               |
| Activity 1                                                            |                   |          |       |                                 |                                 |               |
| Activity 2                                                            |                   |          |       |                                 |                                 |               |
| 1.4 Industries and Commerce Dept (I&C Dept)                           |                   |          |       |                                 |                                 |               |
| 1.4.1 I&C Dept and CI Project 1                                       |                   |          |       |                                 |                                 |               |
| Activity 1                                                            |                   |          |       |                                 |                                 |               |
| Activity 2                                                            |                   |          |       |                                 |                                 |               |

| 1.4.2 I&C Dept and CI Project 2                                               |                          |                 |              |                                          |                                          |                      |
|-------------------------------------------------------------------------------|--------------------------|-----------------|--------------|------------------------------------------|------------------------------------------|----------------------|
| .....                                                                         |                          |                 |              |                                          |                                          |                      |
| <b>Cluster 2: Social Service Delivery Sector – By Department</b>              |                          |                 |              |                                          |                                          |                      |
| <b>Department<br/>Project<br/>Activity</b>                                    | <b>Physical Progress</b> |                 |              | <b>Financial Progress</b>                |                                          |                      |
|                                                                               | <b>Annual<br/>Target</b> | <b>Achieved</b> | <b>% Ach</b> | <b>Fuds<br/>Allocated<br/>(PKR in M)</b> | <b>Funds<br/>Utilized<br/>(PKR in M)</b> | <b>% Utilisation</b> |
| <b>2.1 Education Department</b>                                               |                          |                 |              |                                          |                                          |                      |
| 2.1.1 Education Dept and CI Project 1                                         |                          |                 |              |                                          |                                          |                      |
| Activity 1                                                                    | 100                      | 15              | 15           | 325                                      | 227                                      | 70                   |
| Activity 2                                                                    | 150                      | 50              | 33           | 25                                       | 10                                       | 40                   |
| 2.1.2 Education Dept and CI Project 2                                         |                          |                 |              |                                          |                                          |                      |
| Activity 1                                                                    |                          |                 |              |                                          |                                          |                      |
| Activity 2                                                                    |                          |                 |              |                                          |                                          |                      |
| <b>2.2 Health Department</b>                                                  |                          |                 |              |                                          |                                          |                      |
| 2.2.1 Health Dept and CI Project 1                                            |                          |                 |              |                                          |                                          |                      |
| Activity 1                                                                    |                          |                 |              |                                          |                                          |                      |
| Activity 2                                                                    |                          |                 |              |                                          |                                          |                      |
| 2.2.2 Health Dept and CI Project 2                                            |                          |                 |              |                                          |                                          |                      |
| Activity 1                                                                    |                          |                 |              |                                          |                                          |                      |
| Activity 2                                                                    |                          |                 |              |                                          |                                          |                      |
| <b>2.3 Local Government and Rural Development Department (LG&amp;RD Dept)</b> |                          |                 |              |                                          |                                          |                      |
| 2.3.1 LG&RD Dept and CI Project 1                                             |                          |                 |              |                                          |                                          |                      |
| Activity 1                                                                    |                          |                 |              |                                          |                                          |                      |
| Activity 2                                                                    |                          |                 |              |                                          |                                          |                      |
| 2.3.2 LG&RD Dept and CI Project 2                                             |                          |                 |              |                                          |                                          |                      |
| Activity 1                                                                    |                          |                 |              |                                          |                                          |                      |
| Activity 2                                                                    |                          |                 |              |                                          |                                          |                      |
| <b>2.4 Population Welfare (PW Dept)</b>                                       |                          |                 |              |                                          |                                          |                      |
| 2.4.1 PW Dept and CI Project 1                                                |                          |                 |              |                                          |                                          |                      |
| Activity 1                                                                    |                          |                 |              |                                          |                                          |                      |
| Activity 2                                                                    |                          |                 |              |                                          |                                          |                      |
| 2.4.2 PW Dept and CI Project 2                                                |                          |                 |              |                                          |                                          |                      |
| Activity 1                                                                    |                          |                 |              |                                          |                                          |                      |
| Activity 2                                                                    |                          |                 |              |                                          |                                          |                      |

## Annex E-6: JDDC Meetings Procedure – Two Clusters of Line Departments

### Add text on rationale for clustering

#### Cluster 1: Development and Production Sector – By Department

| Department                                             | GoB Line Dept. Function or PSDP Investment | < > CI/LSO Activity or Investment |
|--------------------------------------------------------|--------------------------------------------|-----------------------------------|
| 1.1 Planning and Development                           |                                            |                                   |
| 1.2 Communication Works, Physical Planning and Housing |                                            |                                   |
| 1.3 Agricultural & Cooperatives                        |                                            |                                   |
| 1.4 Industries and Commerce                            |                                            |                                   |
| 1.5 Forest and Wildlife                                |                                            |                                   |
| 1.6 Excise, Taxation & Anti-Narcotics                  |                                            |                                   |
| 1.7 Livestock and Dairy Development Department         |                                            |                                   |
| 1.8 Mines and Minerals Development                     |                                            |                                   |
| 1.9 Energy Department                                  |                                            |                                   |
| 1.10 Irrigation                                        |                                            |                                   |
| 1.11 Environment, Sports and Youth Affairs             |                                            |                                   |
| 1.12 Board of Revenue                                  |                                            |                                   |
| 1.13 Labour and Manpower                               |                                            |                                   |

#### Cluster 2: Social Service Delivery Sector – By Department

| Department                                                                            | GoB Line Dept. Function or PSDP Investment | < > CI/LSO Activity or Investment |
|---------------------------------------------------------------------------------------|--------------------------------------------|-----------------------------------|
| 2.1 Education                                                                         |                                            |                                   |
| 2.2 Health                                                                            |                                            |                                   |
| 2.3 Local Government and Rural Development                                            |                                            |                                   |
| 2.4 Population Welfare                                                                |                                            |                                   |
| 2.5 Social Welfare, Special Education, Literacy/Non-Formal Education and Human Rights |                                            |                                   |
| 2.6 Women Development Department                                                      |                                            |                                   |
| 2.7 Religious Affairs and Interfaith harmony                                          |                                            |                                   |
| 2.8 Provincial Disaster Management Authority                                          |                                            |                                   |
| 2.9 Civil Défense                                                                     |                                            |                                   |
| 2.10 Rural Support Programmes (BRSP, NRSP)                                            |                                            |                                   |
| 2.11 Community Institutions (Cos, VOs, LSOs, LSO Networks)                            |                                            |                                   |
| 2.12 Other Non-Government Partners                                                    |                                            |                                   |



## Annex E-7: Examples of Synergy and Complementarity between Top-down and Bottom-up Development Investments – by Sector

Rural Support Programmes (BRSP, NRSP) can bridge CIs with the line departments in the above and similar other projects for collective actions in bringing the top down and bottom-up efforts together. Community Institutions (COs, VOs, LSOs, LSO Networks) can collaborate with the line departments on the JDDC forum and with the facilitation of RSPs and play their effective role in resolving the long-standing developmental issues and pave the way for sustainable community development. Similarly, the other Non-Government Partner can collaborate with the existing CIs and with line departments on soft and hard nature of interventions according to their mandate.

| Cluster 1: Development and Production Sector – By Department |                                                                                                                       |                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Department                                                   | GoB Line Dept. Function or PSDP Investment                                                                            | < > CI/LSO Activity or Investment                                                                                                                                                                                                                                                                                       |
| 1.3 Agricultural & Cooperatives                              |                                                                                                                       |                                                                                                                                                                                                                                                                                                                         |
| 1.3.1                                                        | INTRODUCTION OF MODERN AGRICULTURE THROUGH TUNNEL FARMING IN DISTRICT ZIARAT                                          | Through LSO identify farmers for training and further awareness about adaptation of modern tunnel farming system for efficient crops yields.                                                                                                                                                                            |
| 1.3.2                                                        | INCREASE PRODUCTIVITY AND PROFITABILITY OF WHEAT (PROVINCIAL SHARE)                                                   | Awareness raising among communities about modern farming procedures and quality seeds for higher yield.                                                                                                                                                                                                                 |
| 1.3.3                                                        | JDDC (GoB and CI) to identify district synergy opportunities                                                          |                                                                                                                                                                                                                                                                                                                         |
| 1.4 Industries and Commerce                                  |                                                                                                                       |                                                                                                                                                                                                                                                                                                                         |
| 1.4.1                                                        | ESTABLISHMENT OF CUTTING AND TAILORING CENTRE                                                                         | Through LSOs, poor and deserving individuals can be identified to be sponsored under this project.                                                                                                                                                                                                                      |
| 1.5 Forest and Wildlife                                      |                                                                                                                       |                                                                                                                                                                                                                                                                                                                         |
| 1.5.1                                                        | CONSERVATION OF FOREST & WILDLIFE IN COMMUNITIES PROTECTED FOREST AND WILDLIFE AREAS THROUGH SOCIAL SERVICES & OTHERS | In collaboration with the Forest and Wildlife Department, CIs can help organizing communities into conservation committees for raising awareness among communities, schools' children etc. about conservation of forests and wildlife. Communities can be mobilized to watch and stop any illegal hunting and poaching. |
| 1.5.2                                                        | TEN BILLION TREES TSUNAMI PROGRAMME PHASE-1 UPSCALING OF GREEN PAK PROGRAMME (FORESTRY COMPONENT)                     | CIs can mobilize and raise awareness among larger communities to run campaigns and plant trees and help achieve the billion-tree plantation target.                                                                                                                                                                     |
| 1.1.3                                                        | JDDC (GoB and CI) to identify district synergy opportunities                                                          |                                                                                                                                                                                                                                                                                                                         |
| 1.7 Livestock and Dairy Development Department               |                                                                                                                       |                                                                                                                                                                                                                                                                                                                         |
| 1.7.1                                                        | BACKYARD RURAL POULTRY BALOCHISTAN (PROVINCIAL SHARE)                                                                 | CIs can connect the project with the right community members for collaboration to establish rural poultry farms for enhanced production and livelihood.                                                                                                                                                                 |

|                                                   |                                                                 |                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.7.2                                             | FIGHT AGAINST CONGO VIRUS.                                      | LSOs may volunteer and support in making the departments 'campaigns and activities against the Congo virus successful in their respective areas.                                                                                                                                                                           |
| <b>1.9 Energy Department</b>                      |                                                                 |                                                                                                                                                                                                                                                                                                                            |
| 1.9.1                                             | PROVISION OF HOME SOLAR SYSTEM                                  | LSOs can assist in identification of deserving households for provision of home solar system in the target area                                                                                                                                                                                                            |
| <b>1.10 Irrigation</b>                            |                                                                 |                                                                                                                                                                                                                                                                                                                            |
| 1.10.1                                            | COMMUNITY IRRIGATION SCHEMES AND SOCIAL MOBILISATION            | This is a perfect example of community-led irrigation schemes. Already capacitated CIs and newly organized communities can participate in identification, implementation, monitoring and even operation and maintenance of these irrigation schemes.                                                                       |
| 1.10.2                                            | PLANNING, DEVELOPMENT AND MONITORING OF GROUND WATER RECHARGE.  | Encouraging communities for preservation and recharge of water resources by adhering to the designed guidelines, standards and methodologies. CIs can raise awareness among farmers to use low delta plants, install tube well at distance from each other and operate tube wells only in the government prescribed hours. |
| <b>1.11 Environment, Sports and Youth Affairs</b> |                                                                 |                                                                                                                                                                                                                                                                                                                            |
| 1.11.1                                            | SOLID WASTE MANAGEMENT AND ITS DISPOSAL                         | Departments can engage Community Institutions to raise awareness among masses about proper disposal of waste, resolving sanitation related issues, and no use of plastic.                                                                                                                                                  |
| 1.11.2                                            | TO PROMOTE SPORTS ACTIVITIES AND ORGANIZE SPORTS EVENTS         | They can help in promoting sports events and mobilize youth to participate.                                                                                                                                                                                                                                                |
| <b>1.13 Labour and Manpower</b>                   |                                                                 |                                                                                                                                                                                                                                                                                                                            |
| 1.13.1                                            | SKILL DEVELOPMENT PROGRAMME THROUGH BTEVTA.                     | CIs can be engaged in identification of deserving community members to be trained under this project in various trades and skills                                                                                                                                                                                          |
| 1.13.2                                            | CHILD LABOUR SURVEY IN BALOCHISTAN (124.232 GOB. 86.626 UNICEF) | LSOs can help in assisting the survey teams in resolving local issues and make sure that the surveys are completed in a smooth manner.                                                                                                                                                                                     |

| <b>Cluster 2: Social Service Delivery Sector – By Department</b> |                                                                  |                                                                                                                                                                                                                              |
|------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Department</b>                                                | <b>GoB Line Dept. Function or PSDP Investment</b>                | <b>&lt; &gt; CI/LSO Activity or Investment</b>                                                                                                                                                                               |
| <b>2.1 Education</b>                                             |                                                                  |                                                                                                                                                                                                                              |
| 2.1.1                                                            | Identification of primary secondary and higher secondary schools | Community Institutions may support in identification of the right place for the establishment of the primary, secondary, and higher secondary schools and may also assist during the implementation and establishment phase. |
| 2.1.2                                                            | Measures to eliminate dropouts at                                | LSOs can play an effective role in carrying out door-to-door campaigns to convince                                                                                                                                           |

|                                                                                              |                                                                                 |                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                              | Primary/Secondary/<br>Elementary Colleges levels                                | the parents and children, discuss and assist and in resolving issues to reduce the children drop out from schools and colleges.                                                                                                                                                                        |
| <b>2.2 Health</b>                                                                            |                                                                                 |                                                                                                                                                                                                                                                                                                        |
| 2.2.1                                                                                        | Prevention and control of infections and contagious diseases                    | LSOs may be involved to play effective role in prevention and control of contagious diseases in particular polio eradication and awareness regarding covid-19.                                                                                                                                         |
| 2.2.2                                                                                        | Vaccination and inoculation                                                     | ClIs can mobilize communities to get vaccinated against the deadly diseases like Covid19 and bringing life to normal.                                                                                                                                                                                  |
| <b>2.3 Local Government and Rural Development</b>                                            |                                                                                 |                                                                                                                                                                                                                                                                                                        |
| 2.3.1                                                                                        | Implementation of Donor Assisted Projects/Plans pertaining to Local Governments | Engaging LSOs for implementation of community-led projects and their implementation and completion. ClIs can be engaged in most of the LG donors assisted projects e.g., water supply schemes, sanitation schemes, street pavements, missing facilities in primary schools and basic health units etc. |
| <b>2.4 Population Welfare</b>                                                                |                                                                                 |                                                                                                                                                                                                                                                                                                        |
| 2.4.1                                                                                        | POPULATION WELFARE DEVELOPMENT PROGRAM                                          | ClIs can help in raising awareness among local communities to adopt effective birth control practices and follow up.                                                                                                                                                                                   |
| <b>2.5 Social Welfare, Special Education, Literacy/Non-Formal Education and Human Rights</b> |                                                                                 |                                                                                                                                                                                                                                                                                                        |
| 2.5.1                                                                                        | DRUG REHABILITATION CENTRE                                                      | LSOs can play actual role in identification of drug addicts, collection of related data, and collabourate for their rehabilitation.                                                                                                                                                                    |
| 2.5.2                                                                                        | ACCELERATED EDUCATION PROGRAM FOR OUT OF SCHOOL CHILDREN, ELEMENTARY LEVEL      | LSOs can help in the identification of out-of-school children for their admission in the centers.                                                                                                                                                                                                      |
| <b>2.6 Women Development Department</b>                                                      |                                                                                 |                                                                                                                                                                                                                                                                                                        |
| 2.6.1                                                                                        | ESTABLISMENT OF WOMEN EMPOWERMENT CENTER                                        | LSOs can help in identification of sites for the Women Empowerment Centre. They can also assist during the establishment phase. They can also mobilize rural women to participate in the activities of these canter and get empowered.                                                                 |
| 2.6.2                                                                                        | Women Business Incubation Centers                                               | The ClIs can help in the identification of deserving poor women for establishment of their small businesses.                                                                                                                                                                                           |

## Annex E-8: JDDC and Other Stakeholders Roles & Responsibilities

| Stakeholders                                | Role in CL-DDSP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Deputy Commissioner                         | <ul style="list-style-type: none"> <li>Lead and steer the development and implementation of the Community-Led District Development Strategy and Plan following these guidelines.</li> <li>Ensure continuous synergies creation, implementation, and progress review between bottom-up service receiving side and top-down service delivery side through JDDCs.</li> <li>Continuously mobilize resources from line departments, local councils, non-government partners, RSPs for implementation of the CL-DDSP.</li> <li>Capitalize on the organized communities during the top-down GoB interventions for increased outreach, better quality, and optimum utilisation of the scarce resources.</li> </ul> |
| Deputy/ Assistant Director Local Government | <ul style="list-style-type: none"> <li>Play central role in the development and implementation of the Community-Led District Development Strategy and Plan following these guidelines.</li> <li>Prepare and coordinate the implementation of an action plan for the development of the CL-DDSP as per the given <b>Annexure-2</b>.</li> <li>Perform smooth operation of the JDDC for the CL-DDSP and maintain all records, templates, and minutes according to the revised JDDC TORs with support of TA district office.</li> </ul>                                                                                                                                                                        |
| Joint District Development Committee (JDDC) | <ul style="list-style-type: none"> <li>Lead to ensure DDSP goals are achieved.</li> <li>Coordinate for synergies and to avoid duplication.</li> <li>Harmonize Finance through Various Sources.</li> <li>Monitoring of the DDSP.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Line Departments/ Members JDDC              | <ul style="list-style-type: none"> <li>Support the district administration and Local Government Department during the development and implementation of the CL-DDSP.</li> <li>Prioritize and integrate bottom-up communities needs related to their sector in their respective ADP.</li> <li>Perform their role according to JDDC TORs. Identify, create, and implement synergies with community institutions.</li> <li>Capitalize on the organized communities during their interventions for increased outreach and better quality of their public services.</li> </ul>                                                                                                                                  |
| RSP Officers                                | <ul style="list-style-type: none"> <li>Support the district government and administration and especially the AD-LG Office during the development and implementation of the Community-Led District Strategy and Plan.</li> <li>Align their valuable hard and soft resources/interventions with the district government CL-DDSP for creating wider impact.</li> <li>Continue supporting the JDDC to improve its performance according to the revised JDDC TORs and meeting</li> </ul>                                                                                                                                                                                                                        |

|            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|            | <p>guidelines.</p> <ul style="list-style-type: none"> <li>▪ Demonstrate as model for the line departments and other non-government partners in supporting the district government/administration CL-DDSP.</li> </ul>                                                                                                                                                                                                                                                           |
| TA DC/ ADC | <ul style="list-style-type: none"> <li>▪ Orient and provide on-job technical assistance to the district government/ administration/ JDDC during the development, implementation, and monitoring of the CL-DDSP</li> <li>▪ Ensure smooth JDDC operation for CL-DDSP implementation in the district.</li> <li>▪ They need to pave the way for the entire reforms process through these CL-DDSP guidelines, revised JDDC TORs and streamlined JDDC meeting procedures.</li> </ul> |

## Annex E-9 JDDC Agenda Format

The JDDC meeting agenda will be comprised of fixed and emerging agenda items. The “fixed” agenda items will be permanent and will be discussed in every meeting. While the “emerging” agenda items will include developing issues which need attention of the forum during that meeting. AD LG may adjust the agenda as advised by the Chairperson. Proposed template for agenda is given below:

### Proposed JDDC Agenda Format and Session are as follows:

| Session | Agenda Item                                                                                                                                                                     | Time    | Responsible                                                                                     |
|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------------------------------------------------------------------------------------------------|
| 1       | Endorsement of decisions of the previous JDDC Meeting + present Agenda current meeting                                                                                          | 15m     | AD Local Government, Chair JDDC                                                                 |
| 2       | Summary-update on Overall Progress of all (Top down) GoB Sectors/PSDP) investments                                                                                              | 15m     | AD Local Government/Dep Comm                                                                    |
| 3       | Update of new Registered CIs and new (adopted) CI - VDPs/UC-DPs/and CI/LSO DDP                                                                                                  | 15m     | Representative of the District LSO Network                                                      |
| 4       | Identification (Top-down) PSDP Schemes (of one cluster only) that will benefit from complementary Bottom-up CI investment, and decision for coordinated funding/ implementation | 1.5 hrs | Chair /Co-Chair Moderates<br>Cluster-Sector LD Representative<br>Relevant CI/LSO Representative |
| 5       | Identify and assess effect of Localized Line-Dept/PSDP Actions and VDP/UC/MC DPS/DDP Actions, on contribution to SDGs                                                           | 15 m    | Chair /Co-Chair Moderates<br>Any relevant LD Representative<br>Any Relevant CI/LSO Rep.         |
| 6       | Summary/Recap of the Decisions taken, and Actions be taken, and closure                                                                                                         | 15m     | AD Local Government Chair JDDC                                                                  |

## Annex E-10 Template for Minutes of the JDDC Meeting

|                      |                                                           |
|----------------------|-----------------------------------------------------------|
| Meeting Date:        | <mm/dd/yyyy>                                              |
| Meeting Time:        | [Insert time]                                             |
| Meeting Location:    | [Insert location]                                         |
| Meeting Facilitator: | [List names]                                              |
| Attendees:           | [Chaired by, provide list of attendees or annex the list] |
| Minutes Drafted By:  | [Insert name of writer]                                   |

### Discussion: (Items/Knowledge Shared)

[Agenda Item 1: Describe discussion point]

1. [Provide additional details about the discussion]

2.

[Agenda Item 2 Describe discussion point]

3. [Provide additional details about the discussion]

4.

[Agenda Item 3: Describe discussion point]

5. [Provide additional details about the discussion]

6.

[Agenda Item 4: Describe discussion point]

7. [Provide additional details about the discussion]

8.

[Agenda Item 5: Describe discussion point]

9. [Provide additional details about the discussion]

10.

PARKING LOT: [Describe any items that may have been deferred for a later discussion]

- [Itemize and describe parking lot topic]
- 

### Decisions Made: (What, Why, Impacts, Who, When)

[Agenda Item 1: Describe the decision/s made]

- [Provide additional description of or information about the decision]
- 

[Agenda Item 2: Describe the decision/s made]

- [Provide additional description of or information about the decision]

[Agenda Item 3: Describe the decision/s made]

- [Provide additional description of or information about the decision]

### Annexure

6. List of participants
7. Template of the localized development actions' impacts on SDGs
8. Summary/list of the new communities organized
9. Community Physical Infrastructures presented/differed/approved

## Annex E-11 Localized Development Actions' Impacts on SDGs

| <b>Sustainable Development Goals</b><br>(from 2030 Agenda for Sustainable Development)                                                                                                                | <b>Localized Development Actions / Activities</b><br>(specify who implemented/delivered localized SDG action or output > : Dept, CI, or both) | <b>Their Impact on SDGs</b><br>(qualify and try to quantify the contribution of the localized SDG actions) |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| Goal 1. End poverty in all its forms everywhere                                                                                                                                                       |                                                                                                                                               |                                                                                                            |
| Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture                                                                                                  |                                                                                                                                               |                                                                                                            |
| Goal 3. Ensure healthy lives and promote well-being for all at all ages                                                                                                                               |                                                                                                                                               |                                                                                                            |
| Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all                                                                                          |                                                                                                                                               |                                                                                                            |
| Goal 5. Achieve gender equality and empower all women and girls                                                                                                                                       |                                                                                                                                               |                                                                                                            |
| Goal 6. Ensure availability and sustainable management of water and sanitation for all                                                                                                                |                                                                                                                                               |                                                                                                            |
| Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all                                                                                                                  |                                                                                                                                               |                                                                                                            |
| Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all                                                                          |                                                                                                                                               |                                                                                                            |
| Goal 10. Reduce inequality within and among countries                                                                                                                                                 |                                                                                                                                               |                                                                                                            |
| Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable                                                                                                                 |                                                                                                                                               |                                                                                                            |
| Goal 13. Take urgent action to combat climate change and its impacts <sup>3</sup>                                                                                                                     |                                                                                                                                               |                                                                                                            |
| Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss |                                                                                                                                               |                                                                                                            |
| Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels            |                                                                                                                                               |                                                                                                            |



## Annexure-E-12: Notification of the Joint District Development Committee (JDDC), 21 August 2023



GOVERNMENT OF BALOCHISTAN  
PLANNING AND DEVELOPMENT  
DEPARTMENT

Dated Quetta, the 21<sup>st</sup> August, 2023

### NOTIFICATION

No. P&D. RO (LG)/2023-24/260 Consequent upon approval of the Government of Balochistan Community Led Local Governance (CLLG) Policy by the Provincial Cabinet dated 30<sup>th</sup> March 2023 duly notified vide Local Government Department Notification No.2-1032/2023(BLGB) A.O (B&A)/3519-720 dated the 19<sup>th</sup> April, 2023 the Planning and Development Department, Government of Balochistan, is pleased to notify the Joint District Development Committee (JDDC), to be chaired by the Chairman District Council concerned. Deputy Commissioner concerned shall be the co-chair of the forum and will act as Chairperson of JDDC in absence of the Chairman. The JDDC is being established as the district development coordination forum under the CLLG Policy. The key objective of the JDDC is to create synergies and sustainable linkages between district local government development plans and Community Institutions (CIs) district/union council/village development plans, through coordinated JDDC multi-sectoral local-level planning procedures that aim at increased social services delivery for the uplift of the rural population, and sustained poverty reduction. The JDDC will immediately be activated in ten Balochistan Rural Development and Community Empowerment (BRACE) districts and is subsequently to be activated in all the districts of the province, with the following composition and Term of References (TORs). The earlier JDDC notifications issued by (LG&RDD) and Deputy Commissioners concerned are hereby withdrawn with immediate effect and until further orders.

### Composition

| S# | Designation / Department                                  |             |
|----|-----------------------------------------------------------|-------------|
| 1  | Chairman District Council, Local Government               | Chairperson |
| 2  | Deputy Commissioner, Board of Revenue                     | Co-Chair    |
| 3  | Assistant Director, LG&RDD                                | Secretary   |
| 4  | Chief Officer, District Council                           | Member      |
| 5  | Assistant Engineer, LG&RDD                                | Member      |
| 6  | Head of Department/District, offices Concerned            | Member      |
| 7  | District Officer Education, (Female) Education Department | Member      |
| 8  | President, NPO/LSO (Networks) (2-Females)                 | Member      |
| 9  | Elected Representatives, Local Council/MPA- (1-M & 1-F)   | Member      |
| 10 | Representatives, Civil Society Organisations              | Member      |
| 11 | Representative, District Press Club                       | Observer    |

### Terms of References

The Joint District Development Committee will operate in accordance with the GoB Community-Led Local Governance Policy and/or relevant CLLG Policy notified implementation arrangements. The JDDC is to:

1. Act as Coordination forum for scrutiny/authentication/approval of CIs plans.
2. Meet at least once in a quarter.



3. Align CIs / Non-for-Profit Organizations (NPOs) Village Development Plans (VDPs) / Union Council Development Plans (UCDPs) / District Development Plans (DDPs), with GoB District/Tehsil Development Plans.
4. Identify specific opportunities/linkages between CIs & GoB's Development Plans.
5. Facilitate in registration and renewal of registration of CIs / (NPOs).
6. Create effective communication channels b/w Govt: CIs / NPO, community leaders.
7. Support NPOs & BRDA for Capacity Building initiatives.
8. Consider the CIs / NPO-Community Physical Institutions (CPI) & Community Mobilization investments submitted by CIs.
9. Activate contractual agreements b/w NPOs / CIs & GoB Line Departments.
10. Invite and coordinate with district stakeholders to share progress on the development and action plans of their respective offices/departments.
11. Review progress of Community / co-funded projects/report to Project Implementation Unit (PIU) / disseminate information & collate its experiences & lessons learned.
12. Align the Sustainable Development Goals (SDGs) with the development activities at district/sub-district level.
13. Approve CLLG annual work-plan and annual funds distribution among UCs according to agreed formula

**HAFIZ ABDUL BASIT**  
Additional Chief Secretary (Dev:)

Copy forwarded to the:

1. Senior Member Board of Revenue, Balochistan.
2. Additional Chief Secretary (Home), Government of Balochistan, Quetta.
3. Secretaries, Government of Balochistan, Quetta (All).
4. Divisional Commissioners (All).
5. Deputy Commissioners (All).
6. Director General, Local Government & Rural Development Balochistan, Quetta.
7. Secretary Balochistan Local Government Board, Quetta.
8. The Director General, Balochistan Rural Development Academy, Quetta.
9. PDs/CEOs/Team Leaders/District Heads of NPOs/IPs (All)

  
**CHIEF OF SECTION (LGRD)**  
Planning & Development Department

# Chapter 6

# Social Mobilisation



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## Chapter-6. Social Mobilisation (SM)

### 6.1 The Social Mobilisation (SM) Approach and Purpose

The approach of employing a three-tier Social Mobilisation (SM) strategy has been widely utilized as a means of attaining enduring progress for the general population. The amalgamation of communities to enhance the attainment of shared objectives and fulfill their collective requirements leads to the accomplishment of sustainable development for the masses. The fundamental principle of the social mobilisation approach is the conviction that each person, regardless of their wealth, gender, or status, possesses the ability and potential to undertake actions that will benefit themselves and their families.

Under the social mobilisation and community organisation approach, the communities jointly identify and prioritize their development needs, and think collectively to identify and implement solutions in the shape of a collective action. Mobilised communities are provided with social guidance, financial and technical assistance once they enter partnership with the GoB/its Community-Mobilisation Non-Profit Organisation (CM-NPO). In addition to this, their capacities and skills are built to help them start functioning as independent organisations and foster development linkages with government, donors and private sectors agencies. When individuals are organized into functional institutions of their own, they are provided with a platform to utilize their abilities, tackle their challenges, and meet their needs. When such institutions of the people are fostered at the neighborhood, village and union council levels, they become a vehicle through which all kinds of development initiatives can be effectively implemented. By reaching out to households across the country, these institutions act as essential collaborators in accomplishing the nation's development objectives, as it is at the household level where poverty is encountered on a daily basis.

The CLLG Policy is building upon this three-tiered social mobilisation approach, which includes:

- i. Establishing of Community Organisations (COs) at neighborhood / muhalla level
- ii. Federating COs into Village Organisations (VOs) at village level
- iii. Federating VOs into Local Support Organisations (LSOs) at Union Council (UC) level

Community Organisations (COs) are the foundation of the three-tiered institutional network. The CO is a neighborhood level institution comprising of 15-25-member households. COs are federated into Village Organisations (VOs) for planning and coordination at the village level. At the third tier, representatives from all VOs in a Union Council form a Local Support Organisation (LSO). Under the

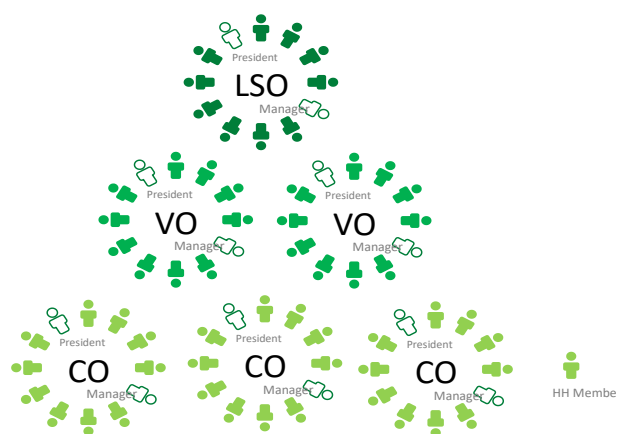


Figure 5. The three-tiered social mobilisation approach

CLLG Programme, LSOs in districts will form Tehsil and District Networks to interact with government at higher levels and to encourage member LSOs to interact and exchange information amongst themselves and with other civil society organisations. A graphical representation of this institutional framework is given in Figure 1.

The social mobilisation approach and its purpose discussed in this chapter of the PIM will also significantly contribute to the strengthening of the local government system in Balochistan which involves evolving community leaders. Evident from the BRACE Programme learnings that by fostering community engagement, participatory planning, and collaboration with government and donors, this approach will establish robust and functional institutions that advocate for community needs and facilitate effective communication channels. Through inclusive decision-making processes, community members will have a platform to voice their concerns and actively contribute to the development of their localities. The social mobilisation approach empowers communities by promoting sustainable development and creating a culture of active citizenship and civic engagement which will bring democratically evolved community leaders into local government system. As a result, it is anticipated that the implementation of the CLLG Policy Programmes, with its social mobilisation component, will play a vital role in supporting and strengthening the local government system in Balochistan.

**Note:** Three-tiered social mobilisation approach will be adopted in urban areas. In rural areas, where the population is scattered, only two-tiers will be formed i.e., VOs and LSOs.

## **6.2 General Procedures of Social Mobilisation**

Stepwise procedures for social mobilisation under the CLLG Programme are listed below:

- i. All Programme staff to be trained in the social mobilisation approach and CLLG policy and Programme implementation processes.
- ii. Poverty Scorecard (PSC) to be completed in each Union Council (UC) before initiation of the community organisation process.
- iii. Upon receipt of PSC data, CO formation process will be initiated to organize households with PSC 0-23 on the priority basis.
- iv. CO formation process will be initiated through Programme introduction dialogues at the village/cluster level. The Social Mobilisation Team (SMT<sup>3</sup>) will ensure the presence of stakeholders (poor households represented by men and women, disabled persons, minorities where possible, Govt. officials, elected councilors / representatives, etc.). in the introductory meetings
- v. These COs will then be recorded in the CLLG Programme Management Information System (MIS).
- vi. Once at least 50% of households in the revenue village/settlement have been organized into COs, these COs will be federated into a VO.

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<sup>3</sup> Social Mobilisation Team (SMT) is the term used in this document for members of the district field team which mobilise communities and organise them into COs, VOs, LSOs, built their capacities and implement programmatic activities through continuous hand holding. This term is correct for both scenarios i.e. field implementation by a Community Mobilisation-Non-Profit Organisation or by GOB directly hired team.

- vii. In case of larger settlement, 3-6 COs will form a VO with some variation within the districts / UCs. In exceptional cases where the population is very low, a VO can be formed for more than one revenue village. In case of the small settlements, a single men/women CO will be considered as a VO.
- viii. After the formation of VOs, Social Mobilisation Team (SMT) will submit the list of VOs to Balochistan Charities Registration and Regulation Authority (BCRRA) under Balochistan Charities Registration, Regulation, and Facilitation Act (2019), or Securities Exchange Commission of Pakistan (SECP) under section 42 of the Companies Act, 1984, or any other similar entity notified by Government for registration of such organisations. All VOs and LSOs will be registered with these entities. COs are smaller organisations and are not required to get registered with the above entities. However, to get a project/funding under the CLLG Programme, the CO will either has to register with one of the above registration authorities or will apply for project through their respective VO.
- ix. Community Resource Persons (CRPs) will be identified and engaged by the SMTs. The CRP will be responsible to facilitate/organize the households (HHs) in their respective Union Councils (UCs). Alternatively, the GoB or its Community Mobilisation-Non-Profit Organisation (CM-NPO) can hire CRPs after formation of VO in consultation with VO general body for supporting social mobilisation and Programme interventions.
- x. LSO will be formed after organisation of minimum 40% HHs in the UC; and
- xi. Later on, the formation of LSOs, the SMT will submit the list of LSOs to Balochistan Charities Registration and Regulation Authority (BCRRA) or any other similar entity notified by Government for registration of such organisations.

## **6.3 Specific Procedures of Social Mobilisation**

### **6.3.1 Programme Staff Training**

All the CLLG staff involved in Programme implementation will be provided with a comprehensive training on CLLG Policy, CLLG Policy Implementation Manual, and other associated manuals developed in future through the following training activities.

### **6.3.2 Comprehensive Training of Key Programme Staff (PIU, DIU, CM-NPO) and Programme-Related GoB Officials on CLLG Policy and CLLG Policy Implementation Manual (PIM)**

A common and uniform understanding of the key CLLG stakeholders is very important to set the direction for the standardized approach for Programme implementation while ensuring quality. For this purpose, the Technical Assistance team will organize comprehensive training/s, in Quetta, and in Program districts on the CLLG Policy and CLLG Policy implementation procedures and at lateral stage these capacity building efforts will be expanded to all districts of Balochistan as the CLLG Programme implementation outreach will be enhanced. In these trainings, provincial and district level CLLG staff, key government officials/staff, IPs, Master Trainers (MTs), BRDA staff and other CLLG stakeholders will participate. The purpose of these trainings is to enhance participants' understanding on the CLLG Policy and its implementation procedures including the CLLG Policy Framework, institutional arrangements, role and responsibilities

of each stakeholder, grant management and fund flow mechanism, social mobilisation approach, TVET, IGG, CIF, & CPI and other associated subjects. Gender sensitization will be an important part of the training to learn about the significance of inclusivity and working with women and men community members. Relevant government officials from provincial departments including Planning & Development Department, Balochistan Rural Development Academy, Local Government & Rural Development Department, BCRRA, Women Development Department and Social Welfare Department will also be invited to these trainings to capacitate them about the approaches and methodologies that will be applied in the CLLG Programme. The MTs, BRDA faculty, and CLLG staff will in turn train district stakeholders on the basis of training materials developed by the CLLG TA Team.

The orientation trainings will be comprised of interactive lectures, group work, presentation of group work by the trainees and practicing the bottom-up development plans and budget. Inclusiveness and gender sensitization and importance of women and men in the development process will be mainstreamed in all training sessions. After multi-level, thorough needs assessment, TA team will support BRDA to develop a proper CB implementation plan covering the prior and during implementation formal trainings and on-job technical assistance.

### **6.3.2.1 Training of CLLG Program Staff on the Socio-Economic Base/Mid/End-line Survey Approaches and Methodologies**

Once the gender-sensitive baseline approaches and methodologies are finalized, the CLLG MEAL team will conduct a training session with the provincial and district CLLG MEAL and other relevant team members on how to conduct the baselines survey and ensure quality control. This will include the Poverty Score Card (PSC) which will help in baseline and after the implementation of CLLG programme/interventions gauge the poverty ranking among the targeted communities. The training will include the following key subject areas:

- i. Strategic importance and objective of socio-economic base/mid/end-line surveys.
- ii. Process of development of base/mid/end-line approaches.
- iii. Sampling techniques and framework.
- iv. Procurement of consultant firm for undertaking baseline surveys, if decided to be outsourced.
- v. Overview of base/mid/end-line survey tools and techniques.
- vi. Overall management and monitoring of deliverables of data collection consultant firm.
- vii. Using technology in the data collection.
- viii. Poverty Score Card (PSC) template and its usage as baseline/endline tool.
- ix. Management of base/mid/end-line CLLG Policy Implementation Unit (PIU) and CLLG Technical Assistance overall; and
- x. The utility and application of the findings of socio-economic surveys.

### 6.3.2.2 Training of MEAL and other Related Staff on MEAL Framework and KPI Reporting Tools

MEAL training will be organized for CLLG PIU/DIU Programme Staff and other related government officials on the gender-sensitive MEAL framework, methods, tools, and M&E reporting during the field implementation. Indicative contents of the training are as follows:

- i. Strategic importance and objective of CLLG MEAL framework.
- ii. Process of development of MEAL framework.
- iii. Mainstreaming Gender in CLLG MEAL framework.
- iv. Purpose & scope of monitoring, evaluation, accountability, and learning functions.
- v. Overview of detailed CLLG's MEAL plans.
- vi. Level of MEAL functions and responsibilities.
- vii. Scope, purpose, and methodologies for undertaking thematic and sectoral studies.
- viii. Key Performance Indicators (KPIs) and reporting mechanisms.
- ix. Strategy for operationalizing the MEAL framework; and
- x. Integrated MIS for tracking, monitoring, and reporting on KPIs as well as integration of accountability tools and learning and knowledge management elements in the MIS.

### 6.3.2.3 Training of Key Implementation and MEAL Staff on Quality Control Plans and Checklists

The PIU with technical support of CLLG TA team will develop Quality Assurance and Control Plan (QACP) tools based on PIM. The purpose of the QACP is not only to ensure that Programme activities are completed but also imperative that

#### Poverty Score Card

A Poverty Scorecard survey is a tool used to assess the level of poverty and vulnerability of individuals and households in a particular area. It is a quantitative survey designed to collect information on a range of poverty-related indicators, such as income, expenditure, assets, housing conditions, access to basic services, and health status. The data collected through the Poverty Scorecard survey is then used to develop poverty profiles, identify key drivers of poverty, and design effective poverty reduction strategies.

Originally PSC was developed by the Grameen Foundation USA and by Dr. Mark Schreiner, a Senior Scholar at the Centre for Social Development at the Washington University in St. Louis, America. The scorecard is comprised of two sets of indicators. One indicator reflects poverty risk, by measuring education level, residence and household size, while the other reflects the change in household poverty, by measuring household assets, transport assets, meat consumption, and sweet consumption. By using non-economic indicators.

The Poverty Score Card is thus a simple and practical tool to measure poverty at different levels i.e. household level, Village level, Union Council level, Taluka level and District level. It is blind and neither the enumerator nor the respondent can interpret its results because it does not ask direct questions about incomes and expenditures.

The PSC uses 13 questions to evaluate the poverty levels of a household; questions which are easily verifiable. The PSC has the ability to categorise entire union councils and districts into the following poverty

Programme activities will be conducted in a timely and efficient manner. MEAL and other associated staff along with GoB representatives shall be trained in the following areas:

- i. Strategic importance of quality assurance and control mechanisms of Programme activities.
- ii. Process of development of QAQC mechanisms, tools, and checklists.
- iii. Introduction to QAQC plan.
- iv. Overview of quality assurance and control indicator matrix.
- v. Quality Assurance and Control Checklists.
- vi. Use of QAQC tools through spot-check field visits.
- vii. Capacity building of staff and CIs on QAQC plan and tools; and
- viii. Follow-up support on operationalization of QAQC plan and tools.

#### **6.3.2.4 Training of Field Staff on Community Awareness Toolkits (CATs)**

One of the most important aspects of the social mobilisation process is sensitization and capacity building of community members on critical cross-cutting issues. Prior to undertaking this activity, the relevant field staff of CLLG Programme will be provided training on the Community Awareness Toolkits (CATs). This training should be facilitated by the relevant section of the Policy Implementation Unit with technical backstopping from the TA team. Gender sensitization will be a part of these trainings and gender related issues will be incorporated in all CAT sessions.

Note: Guidelines for planning and arranging the above-mentioned trainings are given in [Annex F-1](#).

#### **Poverty Score Card: Continues**

|        |                          |
|--------|--------------------------|
| 0-11   | Extremely poor/destitute |
| 12-18  | Chronically poor         |
| 19-23  | Transitory poor          |
| 24-100 | Non-poor                 |

The Poverty Scorecard (PSC) data collection will be done by android application specifically designed to capture all PSC related information, which will then become a basis to register each member of the CO, VO and LSO in the online MIS. Use of the android technology will ensure 100% household coverage for PSC in the PPRP area and also targeting of the poor households for inclusion in the three-tiered structure of CO, VO and LSO as well as for selection of households for various interventions including IGG, CIF, Vocational training and

#### **6.3.3 Poverty Scorecard (PSC) Survey**

As part of the social mobilisation process, the PSC tool will be adopted for identifying the poor and tracking the poverty scores of beneficiary households. Under the CLLG Programme, the Programme team will conduct a PSC census covering 100% of the households at the beginning of the Programme. This will be carried out in close coordination with the Benazir Income Support Programme (BISP). If required, enumerators will be hired to conduct the survey. The PSC carried out for the same community in the recent past by BISP may be considered as baseline. The Programme interventions, including organising communities into community organisations will then be focused on the households falling in the lowest band of poverty.

The following guiding principles will be abided by to conduct the PSC Survey:

- i. 100% PSC census in CLLG Programme districts.
- ii. The PSC census will be rolled out phase wise, starting with selected UCs for the CLLG baseline and research Union Councils.
- iii. The survey will employ Computer Assisted Personal Interviews (CAPI) whereby interviewers use a portable tablet computer to enter data directly. CAPI is used when administering a questionnaire face-to-face. The interviewer reads questions from the screen (which the respondent cannot usually see) and responses are typed into designated fields.
- iv. The survey will be conducted by hiring enumerators and is supervised and managed by CLLG MEAL team.
- v. The enumerators will be hired through proper test and interviews, and will be trained on PSC software application; and
- vi. The enumerators may be paid per completed surveyed household.

The following steps will be taken to implement the PSC Survey:

- i. Revise the PSC indicators, poverty slabs, and methodology as the practitioners both from government and non-government sides have repeatedly expressed dissatisfaction on the results of the survey because of unsound indicators, slabs, and methodology.
- ii. Develop, test and finalise the PSC software application. If there is one already, it may be updated as needed.
- iii. Develop the PSC software application user manual for supervisors and enumerators.
- iv. Calculate the basic estimated number of households, settlements, UCs for each Programme district (See Annex F-2a: Number of estimated Household by settlements). This will be fed into the software application before the survey.
- v. Prepare the PSC enumeration plan (See Annex F-2b: District Enumeration Plan) for each district and UC.
- vi. Identification and shortlisting of field enumerators and supervisors for PSC data collection.
- vii. Training of enumerators and field supervisors on the PSC and use of tablet computers. Details of how to carry this out shall be found in the PSC Manual for Enumerators and Supervisors;
- viii. Training of enumerators on gender sensitization and women related issues based on previous experiences and issues raised during PSC surveys. This will ensure accurate data from women and men respondents.
- ix. Hiring and placement of women and men enumerators. X number of women enumerators will be hired to ensure enumerators' access to the households. The women enumerators' mobility and other gender issues e.g., security, timings, harassment etc., will be catered for during the survey.
- x. Prepare UC /Team wise enumeration plan for each team. (See Annex F-2c: Supervisors' UC Enumeration Plan). The team supervisor will update this plan on a daily basis, based upon the previous day collected data.
- xi. Conduct the field data collection according to the enumeration plan.
- xii. The UC/SMT level supervisor with the support of District M&E officer will develop the enumeration plan, assign households to each enumerator, do

- supportive supervision of his/her enumeration team during the field survey, daily debriefing session with his/her team at the morning of next day before leaving for the survey. The women/men enumerators' issues will also be discussed in the daily meetings and addressed by the supervisors.
- xiii. Share the list of settlements with the notables such as Chairman UC, religious leaders, etc. in order to revalidate the listed settlements.
  - xiv. At district level, the field team under the supervision of DIU will be responsible for planning and day-to-day management of the PSC survey.
  - xv. At the PIU level, a Focal Person (preferably the Head of MEAL) will be responsible for planning, management, and monitoring of the overall survey.
  - xvi. The enumerators will report to their respective field supervisor, the field supervisors will report to their respective District Programme Officer/ District Coordinator CLLG Programme, who in turn will report to Focal Person at the HO/PIU.
  - xvii. A technical team member preferably (MIS officer) will generate daily progress report on standardized format shared with the concerned district and provincial officials. (See Annex F-2d: Daily Progress Report of PSC Survey).
  - xviii. Once the data collection in a UC is completed, a software generated settlement/village level list of households will be shared with the District Programme Officers/SMTs to start planning for formation of the community organisations (See AnnexA-2e: List of households with Poverty Scores); and
  - xix. The PSC data will be analyzed to provide the relevant information to VOs, LSOs, SMT and district staff to prepare the village, UC, and District profiles. These profiles should have gender disaggregated data and should also reflect women, children and minority issues for e.g., literacy, health, mobility, disability, land use, conflict resolution, etc. (See Annex F-2f: Format for Village profile, Annex-2g for UC profile and Annex-2h for District Profile).

Note: RSPN has developed a separate manual for conducting PSC survey using Android devices. The same may be used for conducting PSC survey. Policy Implementation Unit (PIU) will collabourate with RSPN and work on its customization, adoption and implementation.

### **6.3.4 Formation of Community Organisations (COs)**

#### **6.3.4.1 General Definitions**

**Community Organisation (CO):** A CO is participatory institution with membership of 15-25 households<sup>4</sup> who live together in a particular geographic locality sharing common interests. The men-women members are like-minded people, who are ready to tap their common resources collectively with cooperation and unity amongst themselves to overcome their common and individual household's social and economic constraints.

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<sup>4</sup> In exceptional cases the number of households can be lower or higher than 15-25 households given the local situation. This should be decided with the consensus of the local communities. Member's CIF passbook and other relevant sectoral intervention records will be provided to the CO as and when required. Formats for these interventions are given in the relevant sectoral chapters in this manual. The CO leaders will be responsible to maintain and update these records. The SMT will provide advice and training on how to keep and maintain the CO records updated.



**CO Membership:** Geographical proximity should preferably be considered for membership of the CO. Therefore, the households residing in a particular settlement/Killi or muhalla of the village should be members of one CO. Women COs and their members will be reflected separately in the CLLG MIS. Under CLLG, separate women and men COs will be formed from the same households. However, under unavoidable circumstances where religious and cultural barriers create hinderance in the formation of women-specific CO, only men COs will be formed. From each Household, one man and one woman will represent in the male and female CO respectively. Household coverage will be counted by the male/female CO formed first. The CO membership will range from 15-25 women/men representing each household. Overall, within a UC, a minimum of 70% of households should be mobilised with a focus on the poor with PSC 0-23.

**CO Leadership:** Each male/female CO will have one President and one Manager to run the day-to-day affairs of the CO. The CO leadership will be elected with the consensus among the CO members. The leadership should be willing to work voluntarily and be honest and competent to lead its members. The CO members will decide the term of leadership in office and change the leadership keeping in view their performance.

**CO Savings:** Each male/female CO should have a savings Programme. The purpose of saving will be to develop culture of saving, learn management of community fund, purchase income generating assets, meet emergency expenses, internal lending to members and contribute towards development activities. Each member will contribute to CO savings according to their financial capacity and means. The members can deposit and withdraw their savings anytime. The members should be advised to agree upon a regular savings Programme. The poorest members could be given relaxation in the initial stage, and they should be motivated to join the savings Programme later when they are able to make some savings. The SMT should brief the community members about the importance as well as the benefits of saving and adopting practical ways for savings.

**Safe keeping of Savings:** Saving is the voluntary activity of the CO, and the CO itself is responsible for its safekeeping and usage. Wherever the banking services are available, the male/female CO may open its own bank account operated jointly by two signatories for depositing their collective savings or the CO can deposit its saving in VOs account once formed and keep record of its deposit (deposit slip) in COs registers, counter signed by the VO office bearers. However, initially, the COs may also start rotatory (Committee System) savings.

**CO Books of Record:** The CLLG Programme will provide a single printed register with following sections (See [AnnexA-3a: Formats for CO register](#)):

- i. CO Resolution Form for CO Formation, including List of Members;
- ii. Terms of Partnership between GoB or its CM-NPO and CO;
- iii. CO resolution for the nomination of leaders for Communication & Management Skills Training (CMST);
- iv. Key Messages on Critical Social Issues;
- v. Attendance Record;

- vi. Proceeding Records (Karwai Register;)
- vii. Micro Investment Plan (MIP);
- viii. Members' Saving Passbook; and
- ix. CO Resolution for joining a VO.

#### **6.3.4.2 Steps for CO Formation**

For CO formation, the following steps will be complied with:

##### **6.3.4.2.1 Planning for CO Formation**

- i. **Social Mobilisation Plans (SMP):** Upon receipt of the PSC survey data the Social Mobilisation Team (SMT) will develop the Social Mobilisation Plan (SMP) for each UC. (See [Annex F-3b: Social Mobilisation Plan](#)). This plan will be updated with the availability of completed poverty scorecard data for subsequent UCs;
- ii. **Village and Union Council Profiles:** The SMT/CRP will prepare village profiles of each settlement based on the poverty scorecard survey data and discussion with key informants/groups, including women groups, in each settlement (See [Annex F-2f: Village Profile](#)). The Village Profiles will be consolidated at Union Council Level to develop the Union Council Profile (See [Annex F-2g: Union Council Profile](#)). The SMT will keep the village and UC profiles in their office and share with the VOs and LSOs once these institutions are formed;
- iii. **District Profiles:** The CLLG SM Officer/ CM-NPO SM Staff will develop a district profile of each district by consolidating the UC profiles at district level (See [Annex F-2h: District Profiles](#)). This will be a living document, updated with availability of the UC profiles and will be completed once all the UC profiles are developed; and
- iv. The village and UC profiles will be used by the CLLG staff, NPOs and community institutions for gender sensitive and focused planning and tracking progress on the key indicators over time.

##### **6.3.4.2.2 Programme Introduction Meeting**

Having obtained a concrete idea and picture of the area of operation, i.e., the UC and its settlements, a Programme introduction should take place with the community at the Revenue Village/Killi level by the SMT concerned staff. Programme Introduction is necessary to introduce the CLLG and its philosophy to the community members and seek their consent for accepting and adopting the core principles of the CLLG social mobilisation approach. A standard Programme introduction (See [Annex F-3c: Programme Introduction](#)) is provided to be used by SMTs and other Programme staff to avoid confusion and varied interpretation of the Programme.

The person(s) doing the introductory meeting should observe the following instructions:

- i. Prepare for the meeting properly and make sure you have full command over the contents of the introductory dialogue;
- ii. To ensure participant engagement and dialogue, it is advised to pause and wait for responses after a question has been asked. Notes should also be taken wherever necessary;
- iii. Respond only to questions that you know the answer for. Otherwise, promise them the answers in your next meeting;

- iv. Exchange cell numbers with community leaders willing to help you arrange the CO formation meeting;
- v. Followed by the Programme introduction at the village/cluster level, the SMT should hold similar dialogues at each and every settlement and start CO formation;
- vi. Decide the date, time and venue for CO formation meeting with consensus of the participants; and
- vii. Strictly follow the date and time agreed with the communities. In case of any change in the date and time, inform the community members well in advance.

### **6.3.4.2.3 CO Formation Process**

The Social Mobilizer (SM) should visit the settlement/killi for the CO formation meeting on the date and venue set in the introductory meeting in the village. The SO will do the Programme introduction again according to the prescribed approach in Section “b” above according to the text given in Annex F-3c; Programme Introduction. If the participants agree to form the CO, the following actions will be taken, otherwise, these actions will be taken in subsequent meetings when the community members agree and are ready to form the CO:

- i. Once the participants are agreed, the Social Mobiliser (SM) will share the already available list (acquired through the PSC survey) of potential member households with the participants and identify the willing members to form the CO;
- ii. The willing members will be asked to select the leaders (One President and one Manager) among themselves through selection/consensus;
- iii. The members will be asked to set a date, time and venue for their monthly meetings and agree to start a saving Programme in these meetings. The SM should remember to put the focus on importance of attending CO meetings; not just to deposit savings but also to view CO meetings as a support system in which they can discuss and seek advice on any problems that they may face. The SM should ask the community members about their views regarding the collection of community savings and try to clear their misconceptions and answer their queries about savings. The SM should also give examples of collective activities that the CO can undertake on self-help basis and/or in consultation with government departments and other agencies;
- iv. The CO then passes a written resolution (in the prescribed resolution form) stating that they have unanimously formed the organisation and submit it to the SMT. The names of the CO leaders, meeting schedule and the list of member households are also given in the resolution;
- v. The SMT should also provide books of records (See AnnexA-3a: Formats for CO register) to the CO that has the written Term of Partnership (ToP) in a triplicate form. The ToP should be read aloud to all the CO members and their agreement should be sought for each and every point in turn. Finally, all members of the CO must sign the ToP. The original copy and the second copy of the ToP will be collected by the SMT for official records while the third copy will remain in the register for CO record;
- vi. The SMT will provide a basic orientation on the importance of proper record keeping and how to record entries in the books of records. Detailed training on record keeping will be provided to the CO leaders later; and

- vii. Upon receipt of the signed CO formation resolution and ToP, the SMT will register the CO members in the android software application provided to the SMT.

#### **6.3.4.2.4 Recognition of the Newly Formed CO**

A newly formed CO will only be recognised as CO, if it meets the minimum criteria given in Table 1. Point 4 and 5 in Table 1, which are about 'registration' and 'bank account', are required if the CO desires to access funds directly from CLLG Programme. If the CO does not want to access funds/project from the GOB CLLG Programme or if it intends to access funds/project through its respective Village Organisation, conditions under item 4 and 5 are not compulsory for recognition of CO. However, for long term sustainability, it would be better if the CO also register and open a bank account. The SMT/or CLLG Programme district monitoring team will physically verify these criteria.

Table 1: Minimum Criteria for Recognition of CO

| <b>S#</b> | <b>Indicator</b>                                                      | <b>Threshold</b>                                                                     | <b>Means of Verification</b>                                                                 |
|-----------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| <b>1</b>  | Member household                                                      | Minimum 10                                                                           | List of members in the CO Register                                                           |
| <b>2</b>  | Selection of Leadership                                               | A President and a Manager                                                            | Decision recorded in Karwai register and the first CO resolution signed by all members       |
| <b>3</b>  | Start saving Programme                                                | Each member of the CO saves some money with the CO                                   | CO Finance and Accounts related registers like Savings Register, Passbook, Accounts Register |
| <b>4</b>  | Registered with BCCRA, SECP or Similar other Govt. notified Authority | The CO is notified / registered by the competent entity notified by GoB/ GoP         | Registration Notification/ certificate/ office order                                         |
| <b>5</b>  | Bank Account                                                          | The CO opens an organisational bank account or joint account operated by two members | Cheque Book of a bank account with co-signatories, Bank Statement                            |

#### **6.3.4.2.5 Adoption of Existing COs**

Where male/female COs are formed under other projects in the CLLG areas of intervention such COs will be adopted under CLLG. The steps to be followed for adoption will include:

- i. Introducing Programme to CO members;
- ii. Registration of existing members as well as potential new members in the Android application according to PSC record of the village/killi;
- iii. Election/Selection of office bearers where needed;
- iv. CO passes a resolution for inclusion in CLLG Programme, inclusion of new members and re-selection of office bearer, etc;
- v. SMT will provide books developed/printed under CLLG Programme for CI records. From now onward, the CO will maintain its record on the new

- books and formats provided by SMT. However, the CO will keep the previous record intact; and
- vi. The adopted CO will nominate its President and Manager at this meeting or any subsequent meeting, so that they may be engaged in the Community Management Skills Training (CMST).

#### **6.3.4.2.6 Preparing Micro Investment Plan (MIP) for the CO Member Households**

Once the CO is formed the CO shall develop a Micro Investment Plan (MIP) for each of its member households. MIPs will be developed by both men and women COs. Poverty exists at household level hence, planning for poverty reduction must be focused at this level in particular. To achieve this objective, the SMT will hold a CO meeting where the members are first asked to brainstorm and list down their development issues, future vision and make them understand the basics of development planning. This follows with Q&A exercises with each member to help them identify their development opportunities and challenges, while suggesting realistic plans to help resolve them. They are then guided and supported in filling out their individual household MIP. While developing the MIP for the household, the CLLG Programme /SMT shall guide CO members that their MIPs should not be focused upon the help they expect from the CLLG Programme. A better approach would be to engage in planning which is based on self-sufficiency, considering their unique circumstances and available resources. The planning by the members must not become a routine exercise but should be carried out with full devotion by the CO members. The CO Leaders should:

- i. Discuss with the household member the potential economic resources they have and constraints they face at the household level;
- ii. Discuss and identify the potential new economic activity that household is willing and able to carry out;
- iii. Discuss and identify the human and material resources available to the household to carry out the new economic activity;
- iv. Discuss and identify the human and material resources that are needed to initiate the new economic activity identified for the improvement of the household; and
- v. Discuss and estimate the expected income from the new economic activity identified.

After the above discussion, the CO member household MIP should be prepared and submitted to the CLLG Programme /SMT for further action (See [Annex- A-12: Formats for MIP](#)).

The CLLG Programme SMT will compile the CO MIPs at the Revenue Village/settlement and Union Council levels and use it for the planning, targeting and implementation of CLLG Programme interventions such as Community Investment Fund (CIF), Income Generating Grants (IGG), Technical and Vocational Education Trainings (TVET); Enterprise Development Training; & Marketing Skills Training. The data of MIPs will be entered in the respective module of the CLLG-MIS.

#### **6.3.4.2.7 Community Management Skills Training (CMST) for Leaders of COs**

All the Presidents and Managers of the COs will be given basic training in the management of the CO and carrying out development activities properly with a participatory and democratic approach. The CMST will consist of brainstorming, interactive lectures, group work, individual tasks, etc. The training event will be held at tehsil or UC level. Training contents will include topics on social mobilisation, managerial skills, planning, communication, CAT, record keeping, linkages development and the methodology of the CLLG Programme. Separate CMST will be conducted for the women CO leaders nominated from separate women COs. Initially, all training courses will be conducted by the SM Officers based at the tehsil and district level, and later on, SOs and/or trained Community Resource Persons (CRPs) will conduct the training sessions. Nomination of the office bearers will be made by their concerned COs and will be documented in the CO resolution. Training date and venue will be decided by the SMT in consultation with the CBO/CIs.

The contents will be finalised in the light of the revised CMST module. BRDA/ TA/ CLLG Programme team will train master trainers on the new module while the CLLG Programme SMT will roll out the training to communities. Guidelines for planning and arranging training sessions are given at Annex F-1.

### **6.4 Formation of Village Organisations (VOs)**

#### **6.4.1 General Definitions**

**Village Organisation (VO):** A Village Organisation (VO) is federation of the Community Organisations (COs) for planning and coordination at the village level. The key function of a VO is to ensure mobilisation of maximum number of households into COs, supportive supervision of COs and implementation of village level activities. Under the CLLG Programme, separate VOs will be formed for women COs, however, in case of religious extremities, only men VOs could be formed. Otherwise, one possibility is to make endeavors towards creating mixed VOs, and in that case, the President or the Manager of the VO should preferably be a woman.

**VO Membership:** Ideally, a VO should be formed at the Revenue Village/settlement level. However, in the CLLG Programme districts of Balochistan, most Revenue Villages/settlements are comprised of scattered smaller sub-villages (Killis). As around 50% COs will be with women-only membership, geographical proximity and access between different sub-villages will be considered for the formation of a VO. The VO membership will be comprised of two members but at least one member (preferably the President or Manager) from each CO. Each VO will be comprised of three to six (3-6) COs on average, but not less than two COs. All the members of VO are called General Body of the VO.

**VO Leadership:** Each VO will have one President, one General Secretary and one Treasurer to run the day-to-day affairs of the organisation. The VO leadership will be selected by consensus or through an election among the VO members. The

leadership should be willing to work voluntarily, honestly and in a competent manner to lead its members. The VO members will decide the term of leadership in its office and have the authority to change the leadership keeping in view their performance. Preferably the term of the leadership should be for two years.

**VO Bank Account:** The VO is expected to receive sub-grants from the GOB CLLG Programme as well as from other development partners to implement village level development activities. Therefore, each VO should ideally have a bank account in the name of the VO with joint signatures of its leaders. In mix VOs, at least one signatory will be a woman.

**VO Internal Funds:** An important factor in the sustainability of the VO is availability of internal resources. The General Body should be briefed on the importance of generating funds for the operational costs of the VO (for example for the cost of stationery, photocopy, transport, etc.) and to take small village level self-initiatives (for example organising events for village cleanliness, enrollment campaigns, celebrating international days, transportation etc.). This may be done through collection of membership fee from CO/VO members, donations from local philanthropists and fee for delivery of different services to the community. The VO General Body should decide on what sum they should ask for and upon a final decision, the VO should write a resolution (with signatures of all General Body members) stating to this effect what has been decided.

**Village Development Plan (VDP):** Each VO should develop a Village Development Plan (VDP) for its village. A VDP is a plan which includes development initiatives at the village level, as decided by the VO and its member COs in their Micro Investment Plans (MIPs). It consists of activities (large and small, cash and cash-less) which the VO aims to achieve. The VDP is a comprehensive list of hard and soft activities and projects identified and prioritised by CIs specifying possible funding/ support organisations against each activity/ project. These may not only be funded/ implemented with the support of GOB CLLG Programme, but also, Local Council funds, Public Sector Development Funds brought in by member parliamentarians, other NGOs, Development Partners, RSPs, Private Sector etc. Critical soft nature of activities like social mobilisation outreach, youth development activities, adult literacy & numeracy skills, inclusion of the poor, women, disabled, transgender, ethnic/religious minorities, gender mainstreaming and women's practical and strategic needs should remain common themes in the VDP.

**VO Books of Record:** The CLLG Programme will provide a single printed register with following sections (See [AnnexA-4a: Formats for VO register](#)):

- i. VO Resolution Form for VO formation, including List of Members;
- ii. Terms of Partnership between CLLG Programme and VO;
- iii. Attendance Record;
- iv. Proceeding Records (Karwai);
- v. Village Development Plan (VDP);
- vi. VO Quarterly Progress Report (optional);
- vii. Cash Book;
- viii. Bank Book;
- ix. General Ledger;

- x. Bank Reconciliation Statement;
- xi. Trial Balance; and
- xii. VO Resolution for joining LSO.

Member's CIF passbook and other relevant sectoral intervention record will be provided to the VO as and when required. Formats for these interventions are given in the relevant sectoral chapters in this manual.

The VO leaders will be responsible to maintain and update these records. The CLLG Programme Social Mobilisation team will provide advice and training on how to keep and maintain the VO records updated.

## **6.4.2 VO Formation Criteria**

The following criteria will be followed to start VO formation:

- i. At least 50% households are organised into COs in the Revenue Village/settlement or Village earmarked for VO formation with minimum 50% women COs. Rest of the households will be organised into COs by the Community Resource Persons (See Section 3.8 on CRPs).
- ii. At least two COs are formed and ready to federate into a VO;
- iii. The CO leaders have received the Community Management Skills Training (CMST); and
- iv. In women VOs, the President and General Secretary are women; while in mixed VOs at least one VO leader is a woman.

## **6.4.3 Steps for VO Formation**

The following steps will be followed for VO formation:

### **6.4.3.1 Initial Dialogue with COs**

The Mobilisation Officer should hold a dialogue with the members of COs formed in a village/settlement, regarding the VO formation and its benefits. The dialogue should be reflected in the VO proceeding register. The dialogue should include the following aspects:

- i. The COs should be told about what VO is and why they are formed. Details of these should also be linked to actual cases of VOs in other Programme areas and COs should be told of the real benefits that those communities are reaping. Basically, the COs should be informed that with VOs, development at village level can take place that cannot be done solely at the CO level, for example mobilisation of all households at village level, implementation of Community Physical Infrastructure (CPI) projects; improve education, health, sanitation, women and girls' issues, and youth development collectively at the village level, etc.;
- ii. The COs should also be informed of the make-up of a VO (of its General Body and leaders) and of how it equally represents all COs in the village and further up at the UC level into LSOs in an equitable and systematic manner. The CO members should also be informed about the centrality and supremacy of the COs in the VO and LSO and that even if the VO and LSO are larger organisations and at a higher level, they are still dependent on the COs for its source of power and existence;
- iii. Following this, the COs should also be told of the roles and responsibilities of the General Body and Leaders of a VO. Equally, attention should be paid to what sort of individuals should be leaders of a VO, for example, they



- should be from a CO, honest, and have the time to dedicate to carrying out the needs and aspirations of its member CO's and that the treasurer should be a literate person; if available;
- iv. Lastly, the CLLG Programme staff should inform the COs, that how a VO is to be formed, i.e. by COs writing resolution stating that they wish and give their willingness in form of a resolution to federate into a VO at the village level;
  - v. After establishing willingness, a CO should nominate preferably two members but at least one member through a resolution for inclusion into the VO General Body and submit the resolution to the SMT; and
  - vi. The SMT after having the CO resolutions and following the VO formation criteria should set a date in consultation with the nominees of the COs for a VO Formation Meeting, in a central location of the village where women can also easily come and participate.

#### **6.4.3.2 VO Formation Meeting**

The SMT should convene a meeting with the VO General Body members nominated by the COs in a central location in the village, regarding the VO formation. To gain the cooperation and trust of the other stakeholders in the village, for example, the teachers of government and private schools, religious leaders, heads/supervisors of the government health facility and the local member of the UC should also be invited to the VO formation meeting. In this meeting, the concerned SMT staff will explain the role, responsibilities, and functions of VOs to all participants and get their willingness for formation of the VO. Once the participants agree to form the VO, the following actions need to be taken, or the participants should be given time to think about the idea of VO formation and set date for subsequent meeting:

- i. Brief the participants about the resolutions of COs received and introduce the nominated men and women members of the COs for the General Body. The introduction may include the name, sex, parentage, poverty score, CO name, status within the CO, education level and any training received by the nominees;
- ii. The nominated General Body members will be asked to select the VO leaders (One President and one General Secretary) among themselves through consensus or election. In mixed VOs, at least one leader will be a woman;
- iii. The members will be asked to set a date, time and venue for their monthly meetings. The SO should also inform the VO leaders and members about the importance of attending VO meetings, which is a forum where they can discuss village development planning and seek advice from the SMT on any problems that they may face. They will also be briefed upon developing a Village Development Plan (VDP), creation of a VO internal fund and opening of a bank account;
- iv. The VO then passes a written resolution (in the prescribed resolution form) stating the process of VO formation and submit it to the SMT. The list of General Body members is attached to the resolution, as well as the names of the VO leaders, and meeting schedule;
- v. The SMT/CRP should also provide books of records (See Annex F-4: Formats for VO register) to the VO that has the written Terms of Partnership (ToP) in a triplicate form. The ToP should be read aloud to all

the VO members and their agreement should be sought for each and every point in turn. Finally, all members of the VO must sign in the ToP. The original copy and the second copy of the ToP will be collected by the SMT for official records while the third copy will remain in the register for VO records;

- vi. The SMT will provide basic orientation on the importance of proper record keeping and how to record entries in the books of records. Detailed training on record keeping will be provided to the VO leader later; and
- vii. Upon receipt of the signed VO formation resolution and ToP, the SMT will register the VO members in the android software application provided to the SMT.

### 6.4.3.3 Recognition of the VO

- i. A VO will only be recognised by the CLLG Programme if it meets the minimum criteria given in Table 2 and will be eligible for the CLLG Programme support. The SMT/or CLLG Programme district monitoring team will physically verify these criteria;

Table 2: Minimum Criteria for Recognition of VO

| S. # | Indicator                                                             | Threshold                                                                                                               | Means of Verification                                                                         |
|------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| 1    | Membership                                                            | Minimum 2 WCOs/MCOs and persons (at least one from each CO) and at least 50% household coverage in the village          | List of women and men members in the VO register and CO resolutions for nomination of members |
| 2    | Office bearers                                                        | Election/Selection of President and General Secretary (both women in separate VOs and at least one-woman in mixed VOs). | First VO resolution signed by all VO members                                                  |
| 3    | Registered with BCCRA, SECP or Similar other Govt. notified Authority | The VO is notified/ registered by the competent entity notified by GoB/GoP                                              | Registration Notification/ certificate/ office order                                          |
| 4    | Bank Account                                                          | The VO opens an organisational bank account, or a joint account operated by two members                                 | Cheque Book of a bank account with co-signatories, Bank Statement                             |

- ii. The SMT after verification of the VOs in its jurisdiction will compile a list of the verified VOs (with relevant documents needed by the authority) to relevant government authorities for notification as registered community institutions.
- iii. The VO should also write a resolution regarding the opening of a VO bank account for its funds and operational transactions. Once banks accounts are opened, the VO will be eligible for sub-granting under the CLLG Programme.

#### 6.4.3.4 Adoption of Existing VOs

Where women and men VOs are formed under other projects in the CLLG Programme areas these will be adopted under CLLG. The steps followed for adoption will include;

- i. Program Introduction with VO members;
- ii. Registration of existing members as well as potential new members in the Android application along with their PSC record;
- iii. Election/Selection of office bearers where needed;
- iv. In compliance with CLLG Policy VO passes a resolution regarding inclusion of new members and re-selection of office bearer, etc;
- v. SMT will provide books of records developed under CLLG. From then onward, the VO will maintain its record on the new books and formats. However, the VO will keep the previous record intact; and
- vi. The President and General Secretary, of the adopted VO will be given Management and Leadership Skills Training (MLST). Therefore, the VO will nominate the President and General Secretary at this meeting or any subsequent meeting.

#### 6.4.3.5 Management and Leadership Skills Training (MLST) for VO Leaders

All the VO leaders (Presidents and General Secretaries) will be given Management and Leadership Skills Training (MLST). It will be organised at the Field Unit level.

MLST will cover the following topics:

- i. **Understanding Three-tier Social Mobilisation:** How and why is the three-tier structure formed, what are the roles and responsibilities of the CO/VO/LSO;
- ii. Brief introduction and methodology of CLLG Programme;
- iii. Gender sensitization and importance of inclusive development approach;
- iv. **VO Organisational Structure and Governance:** The structure of the General Body including its formation and representation of women, the poorest and youth as well as the roles and responsibilities of the body and the basic skills required. Highlighting the roles and responsibilities of the VO President and General Secretary and the composition and roles of the Special Committees that may include the Project Committee, Audit Committee, O&M Committee, Education Committee and Health Committee;
- v. **VO Meetings:** Importance of meetings, how to arrange effective meetings, how to write minutes of the meeting and practicing the same. Additionally, how to ensure effective participation of all male/female members and noting key points in the Karwai Register;
- vi. **Village Development Planning:** What is planning, listing possible activities at the village level, conducting group work to prepare sector wise activities followed by a presentation, prioritisation of development activities and preparing a Village Development Plan followed by approval of VDP from VO General Body and sharing copies of VDP with SMT and LSO;
- vii. **Resource Mobilisation:** Definition, objectives and importance of resource mobilisation, internal and external sources and methods of resource mobilisation and how to do VO wise resource mobilisation planning;

- viii. **Leadership Development:** What is leadership, the characteristics of an effective community leader, a Leader versus a Manager and the role of leadership in development and sustainability of a VO;
- ix. **Management of IGG and CIF:** What is IGG and CIF why they are important, highlighting roles and responsibilities of VO in IGG and CIF, record keeping of IGG and CIF and ways and means for increasing CIF grant;
- x. **Management of CPI:** Purpose of CPI, role of VO in CPI, how to open a bank account, Formation, roles and responsibilities of the following committees: Project Committee, Audit Committee and O&M Committee, management of O&M fund and procurement of goods and labour for CPI and record keeping of CPI;
- xi. **Management of MHI and TVET:** Purpose of MHI and eligibility criteria, purpose of TVET and eligibility criteria and the roles and responsibilities of VO regarding MHI and TVET;
- xii. **Community Resource Person (CRP):** Purpose, role and responsibilities of CRP, characteristics of a 'good' CRP, ToP of CRP and monitoring and remuneration of CRP.
- xiii. **Monitoring and Reporting:** What is monitoring and why is it important, monitoring of VDP implementation, monitoring of CIF, IGG, CPI and TVET, monitoring of CRP and CBK, monitoring of member COs. Followed by what is reporting and why it is important, explanation of Quarterly Progress Reporting and Annual Progress Report.

Initially, all trainings will be conducted by the SMT, and later on trained CRPs will conduct the same training sessions.

Nomination of the VO leaders will be made by their concerned VOs and will be documented in the VO resolution. Training date and venue will be decided by the SMT in consultation with the CBO/CI.

Note: Guidelines for planning and arranging training sessions is given in Annex F-1.

## **6.5 Community Resource Persons (CRPs) and Social Mobilisation**

Community Resource Persons (CRPs) are women and men activists from the community who are both active and committed to the development of their area. Specifically, they believe in bringing about betterment through their own initiatives and hard work. CRPs will be identified by the community intuitions and trained by the Programme staff. Where community institutions are not yet formed, the SMT will identify potential men and women from the Union Council and will give them proper training and exposure visits to the field before giving them practical assignments.

### **6.5.1 Identification and Selection of CRP**

While identifying the CRP the following characteristics need to be kept in mind:

- i. The CRP will ideally be 50% women and 50% men, however, in special cases the percentage of men or women CRPs may vary;
- ii. There will be different strategies to cater to the mobility and security issues of women CRPs e.g. two women CRPs can be hired from one locality so

that they can move together in the field and can travel independently in the nearby places. The couple approach could also be followed where men and women family members can be hired as CRPs;

- iii. They are trustworthy and have a good rapport in the community;
- iv. They are able to travel outside their own village if necessary;
- v. They are literate and can support CO in record keeping and savings; and
- vi. In case of unavailability of the CRPs in the UC, CRPs can also be engaged from neighboring UCs.

A list of the potential CRPs should be prepared (See Annex F-9a: List of potential CRPs). The SMT should then select the individual that qualifies, possessing the maximum characteristics of being a CRP in consultation with the VO.

### **6.5.2 The Role and Responsibility of CRPs and SMTs in Social Mobilisation and Mainstreaming Cross-Cutting Themes**

Under CLLG Programme CRPs will be engaged to increase the coverage of COs. The role of CRP thus will include:

- i. Organisation of remaining households (especially poor) into existing COs (where possible);
- ii. Supporting the SMT in formation of new COs and federating them into VOs;
- iii. Providing support to the CO and VO leaders in arranging regular meetings and proper record keeping;
- iv. Conducting sessions in the community on Community Awareness Toolkit (CAT) to create awareness on critical social issues including, health, education, sanitation, DRR, inclusivity, environment, climatic changes, and basic civil rights;
- v. Conducting sessions on CMST for COs and MLST for VOs. In the future, the SMT can also use some of the trained and competent CRPs to assist them in delivering CMST sessions to CO leaders and MLST to VO leaders after checking their maturity and ability to conduct such sessions. The CRPs should be given proper training and field exposure to make them able to deliver such training sessions;
- vi. Supporting CO members in preparing their Micro Investment Plans (MIPs);
- vii. Supporting VOs in preparing Village Profiles, and VDPs;
- viii. Supporting LSOs in preparing UC Profiles, and UC/MC DPS;
- ix. Monitoring and reporting of COs/VOs core activities;
- x. Attending review meetings organised by the SMT, and share gender/women participation issues and challenges along with coping strategies;
- xi. Highlighting the achievements of especially women related COs/VOs through effective presentations during visits to communities by stakeholders;
- xii. Involve actively in organizing Manager Conferences, other similar events; and
- xiii. Submitting monthly progress reports to SMT on prescribed format (See Annex F-9b: Monthly Progress and Monitoring Report of CRP)

The SMT will provide technical support to the CRPs in planning and performing their work, and supervise and monitor the work of CRPs to ensure quality. The role of SMT will include but not limited to:

- i. Developing monthly work plan for the CRPs (See Annex F-9b: Monthly Progress and Monitoring Report of CRP) physically verifying the newly formed COs/VOs and register them in the MIS (See Table 1 and Table 2 for CO and VO recognition criteria);
- ii. Training CRPs and providing on the job coaching on conducting community dialogues, CO formation, developing MIPs, attending CO meeting, CO/VO record keeping, conducting CAT sessions, identification and appraisal of beneficiaries for CLLG interventions such as CIF, IGG, micro health insurance, etc; and
- iii. Monitoring and reviewing the work of CRPs and providing feedback for improvement (See Annex F-9b: Monthly Progress and Monitoring Report of CRP). For this purpose, a monthly Program Planning and Review Meeting (PPRM) will be held with CRPs at the SMT/Field Unit level. Initially, all CRPs working under the SMT will participate in this meeting at the SMT office level. Later on, these meetings will be held at the UC level in respective LSO offices. These meetings will help in preparing monthly plans and review the progress of each CRP. Social Mobilisation Officers will attend this meeting, and at least 20% of these PPRMs will also be attended by a MEAL Officer from District Coordination Unit. Each PPRM session will be on one of the CAT topics.

### 6.5.3 Signing of Agreement with CRPs:

After informing each CRP of what their potential work would be and the level of reporting that they would have to carry out, CRPs should be asked to sign an agreement with clearly identified terms of references (See Annex F-9c Terms of Reference (ToR) for CRP). For added ownership, in intervened areas, CRPs should sign their agreements or contracts with the VOs/LSO. This will result in the VOs/LSO taking a greater interest in the progress of their coverage and in the quality and amount of work that the CRPs carry out.

### 6.5.4 Training of CRPs

The CRPs will be trained and capacitated through a formal training event organised at field level on social mobilisation, CI formation processes, bottom-up planning, CPI, IGG, CIF, CAT and an orientation on the CLLG Policy and Programme. The training contents should touch upon the following topics:

- i. **Poverty:** Definition of poverty, its causes, and negative impacts of poverty on people;
- ii. **Development:** Definition and importance of development, types of development (traditional, representative and participatory), approaches and methods of development;
- iii. **CLLG Policy/Programme:** CLLG Policy and CLLG Policy implementation procedures related to their work;
- iv. **Social Mobilisation:** Definition and importance of Social Mobilisation, the three principles of Social Mobilisation (organisation, capital and skills), three-tiered community institutions (CO/VO/LSO)
- v. **Role of CRP:** Why do we need a CRP? What does a CRP do? What are the responsibilities of CRP?
- vi. **Cross Cutting Themes:** Inclusivity with particular focus on gender sensitization and inclusive approaches, environment and climate changes, and disaster risk reduction.

- vii. **CO/VO:** What is a CO/VO/? What are the roles and responsibilities of CO, and of CO President and Manager? What is the process and planning of CO/VO formation?
- viii. **CO/VO Meeting:** Importance of conducting meetings. How to arrange effective meetings and how to write minutes of the meeting?
- ix. **CO/VO Record Keeping:** Importance of record keeping. How to maintain records (Karwai Register, Attendance and Savings Register, Savings Pass Books, resolution, Micro Investment Plan, progress report, etc.)?
- x. **Savings:** Importance and purpose of savings, proper record keeping of savings, ways and means to increase savings, how to give savings back to members on demand;
- xi. **Micro Investment Plan (MIP):** The purpose of MIP. How to develop MIPs at the household level, and how are they linked with CIF?
- xii. **Adult Literacy and Numeracy Skills (ALNS):** importance of ALNS, eligibility criteria and selection of trainees, roles and responsibilities of LSO, VO, CO and CRP in the proper implementation of ALNS;
- xiii. **Income Generating Grant (IGG):** Purpose of IGG, eligibility criteria and appraisal of IGG, role of CO/VO and CRP in the proper implementation of IGG;
- xiv. **Community Investment Fund (CIF):** Definition of CIF, importance of CIF, eligibility criteria of CIF, appraisal of CIF, roles and responsibilities of CO and VO in the proper implementation of CIF, ways and means for increasing the amount of CIF; and
- xv. **Community Awareness on Social Critical Issues:** One of the components of the CLLG is to create awareness on critical issues like Health (Family Planning, Nutrition, EPI, and HIV&AIDS), Education, WASH, DRR, Gender, Environment and civic rights. The training will focus on the importance of critical social issues as mentioned in Community Awareness Toolkit (CAT), how to use the CAT manual and conduct sessions in communities (See CAT and its manual for more details).

The CRPs will also be trained in CAT and its manual and a copy of it will be given to each CRP for future reference and use. After completion of training, these CRPs will be responsible for conducting at least one session in each of their assigned COs on CAT. The SMT in consultation with the concerned LSO/VO will nominate the CRPs for training. The capacity building officer based at SMT/District level will take sessions in these training events.

Note: Guidelines for planning and arranging training sessions is given in Annex F-1. Gender session to be added to all the training programmes.

## 6.6 Village Development Plan (VDP)

With a fully functioning men/women VO and trained VO General Body and Executive members, the VO General Body can start to develop its Village Development Plan (VDP). The VDP is an essential mechanism for achieving the purpose of VOs becoming self-regulated and sustainable organisations of the communities. The VDP process will be instrumental in developing the following key capabilities in the VO:

- i. Capability to undertake analysis of existing situation and to identify and prioritise women and men potential activities at village level;
- ii. Capability to plan for identified and prioritised activities;

- iii. Capability to mobilise resources for prioritised activities;
- iv. Capability to implement prioritised activities; and
- v. Capability to review, learn and re-plan.

A VDP is a plan which includes development initiatives at the village level, as identified by the VO and its member COs. It consists of activities (large and small, cash and cash-less) which the VO aims to achieve. Social mobilisation outreach, poverty reduction, the inclusion of poor and women, disabled, and gender mainstreaming will remain the common themes in the VDP. The VDP is comprised of two parts; need assessment and 5 years action document. (See Annex F-4(v): Format for VDP).

The SMT will guide and support the VO to prepare their VDPs. The following process will be followed to prepare the Village Development Plan (VDP):

### **6.6.1 Preparation of Village Profile**

Village profile includes basic information about the demography of the village, basic services (education, health) available, physical infrastructure, and assets available in the village. The VO will prepare the village profile through the Poverty Scorecard survey information provided to them by the SMT, and through group discussion with the VO, members to fill the rest of the information (See Annex F-2f: Format for Village Profile). This can be adopted as it is or modified in accordance with the changing needs.

### **6.6.2 VDP Preparation Meeting**

The VDP should be prepared in a participatory manner. For this purpose, the VO will hold a VDP preparation meeting. This meeting should be attended by at least all Presidents and Managers of the member COs and encourage participation of other CO members in the village. Separate VDPs will be prepared by women and men VOs. Later on, both parts will be consolidated into one VDP. The common interventions will be counted as one, however the different activities prioritized by men and women VOs will remain intact in the common VDP. Copies of the common VDP will be provided to both men and women VO for resource mobilisation and implementation. The Chairperson and Secretary of the Union Council will be invited to support and participate in VDP development. The VO should also invite other important stakeholders such as the headmasters/head mistresses of government and private schools, the supervisor of the local health centre and/or lady health worker, the members of UC, the Imam Masjid, etc. Preferably one member of the SMT should also participate in this meeting. The following actions need to be taken in this meeting:

- i. **Plenary Session:** A member of SMT or VO leader carries out a round of introductions followed by a briefing about the objectives and the process of preparing the VDP. In this session the SMT/VO should also share the village profile; the key needs identified by the COs in their resolution and explain the VDP format;
- ii. **Formation of activity group:** The participants will be divided into groups and each group will be given one or more sectors (such as social mobilisation coverage, agriculture, kitchen gardening, poverty, women issues, environment, sanitation, solid waste management, livestock, health, EPI, education, income generation, targeted activities for supporting



poorest, disabled and other destitute, human and women rights, and other sectors/interventions mentioned in the schedule 5 of the BLGA and the scope of the CLLG Policy/Programme etc.) to discuss and list key development activities identified. The participants should be guided to be realistic in identifying potential activities for which funding and support is expected from CLLG, other development organisations working in the village/district, external donors, government and a special focus on self-help and cash-less activities. List of potential activities can be included in VDP is given in [Annex F-10a](#);

- iii. **Presentation of Group Work:** After the groups have discussed amongst themselves and come up with a list of possible development activities at the village level, the groups should present to the group at large, followed by a discussion; and
- iv. **Prioritisation of Development Activities:** Having recorded and listed all development activities in the sectors, these activities should be prioritised through, pair-wise ranking, consensus or voting and entered in the VDP format given at [Annex F-4\(v\)](#). After listing the activities in the order of priority, for each activity, a realistic estimated budget should be assigned. This will form the annual VDP.

### **6.6.3 Development of Resource Mobilisation Plan (RMP)**

Once the VDP is developed, the next step should be regarding mobilisation of resources by the VO to carry out the activities of the VDP. The VO with the support of the SMT should then develop a Resource Mobilisation Plan (RMP). The RMP entails the ways the VO could generate resources (both internal and external) for carrying out activities in the VDP. Ideas again should be debated and discussed in the VO general body meeting and Resource Mobilisation Plan (RMP) should be prepared, using template given at [Annex F-10b](#).

### **6.6.4 Approval of VDP and RMP**

Once the VDP and RMP are finalised the VO should pass a resolution for the approval, as well as documenting the process of VDP development.

### **6.6.5 Implementation of the VDP**

The VO should discuss the VDP in their regular meetings and contact the relevant organisation identified within their resolution. The VO preferably should start implementing the self-help activities and the activities identified for the CLLG Programme. The VO may form various sub-committees for implementation of the VDP, such as Health Committee, Education Committee, and Monitoring Committee, etc. These committees' members should be selected by the General Body with consensus or through voting. All Committees will report to the General Body of the VO (See [Annex F-10c: ToRs for VO/LSO Special Committees](#)).

In addition to this, the person responsible for each activity identified in the VDP should regularly report to the VO General Body at each monthly meeting. The General Body members should be reporting minutes of the VO's meetings to its COs, so that the CO members are also aware of the progress of the VDP activities.

### 6.6.6 Annual Review of the VDP

At the end of each year, the General Body should review the VDP in an annual VDP review meeting and the VO should prepare a simple annual progress report (both financial and physical). The format for the progress report is given at [Annex E-10d](#). After compilation of VDPs into UC/MC DPS of respective UC by the respective technical personnel, the UC/MC DPS data will be entered/updated in the CLLG MIS. Bottom-up plans including VDPs will be developed according to the process provided in this manual after completion of basic social mobilisation process and before initiating CLLG Programme interventions e.g., CIF, IGG, CPI, TVET etc. In districts where the bottom-up plans are already developed, will be reviewed, standardised, and authenticated according to the process explained in this manual.

## 6.7 Formation of Local Support Organisation (LSO)

### 6.7.1 General Definitions

**LSO:** LSO is the third tier of community institutions that federates all men and women VOs formed in a UC. The key function of LSO is coordination and implementation of development activities at UC level, formation of linkages with government, donors and other development organisations, and providing guidance and support to VOs and COs. Ideally, mix LSOs will be formed. Separate LSOs for men and women will be formed where socio-cultural issues may create challenges.

**LSO General Body:** Ideally, all the VOs formed in the UC should be members of the LSO. The LSO membership will comprise of at least two members from each VO or at least one member from each CO. All the members of LSO are called General Body of the LSO. In the mix LSOs, at least 30% General Body members should be women.

**LSO Executive Body:** Each LSO will have an Executive Body comprising of at least seven members. The LSO executive body should preferably have the PWD, youth and minority representation. The Executive Body will generally include one Chairperson/President, one General Secretary and one Treasurer as its office-bearers and the rest will be ordinary members. However, the number of members of the Executive Body and its office bearers can be increased, according to the need and requirement of the LSO or registration authority. The LSO Executive Body and office-bearers (preferably literate) will be selected through an election among the General Body members. In mix LSOs, at least 30% members will be women in the Executive Committee of the LSO. Moreover, the President or the General Secretary of the LSO should preferably be a woman. A workable strategy would be to select and include those women leaders in the General Body and the Executive Committee of the LSO, who already have male relatives as part of the aforementioned bodies. The General Body members will decide the term of office bearers in office and have the authority to change the office-bearers and the Executive Body keeping in view their performance. However, as a best practice, it is advised that the LSO Executive Body including office-bearers' term should be at least two years.

**LSO Bank Account:** The LSO is expected to receive sub-grants/ grants from development organisation, donors, and government to implement UC level development activities. Therefore, each LSO should have a bank account in the name of the LSO with joint signatory of its office-bearers. In mix LSOs, where possible, one of the bank signatories would be a woman.

**LSO Internal Funds:** An important factor in the sustainability of the LSO is the availability of internal resources. The General Body should be briefed on the importance of generating funds for the operational costs of the LSO (for example for the cost of stationary, photocopying costs, office rent, utilities, etc.) and to take small village level self-initiatives (for example organising events for village cleanliness, education campaign, etc.). This may be done through a collection of membership fee from CO/VO members, donations from local philanthropists and fee for delivery of different services to the community. The LSO Executive Body should be left to decide on what sum they should ask for and upon a final decision, the LSO should write a resolution (with signatures of all General Body members) stating to this effect.

**Union Council/Municipality Development Plans (UC/MC DPS):** A UDPC is a plan which includes development initiatives at the UC level, as decided by the LSO and its member VOs in their VDPs. It consists of activities (large and small, cash and cash-less) which the LSO aims to achieve. Social mobilisation outreach, the inclusion of poor, women, PWDs, youth, minorities and gender mainstreaming should remain common themes in the UC/MC DPS.

**LSO Books of Record:** The CLLG Programme SMT will provide a single printed register to each LSO with following sections (See Annex F-11: Formats for LSO register):

- i. LSO Formation Resolution Form, including List of General Body Members;
- ii. LSO resolution for nomination of office bearers for Management, Advocacy and Leadership Training (MALT);
- iii. Terms of Partnership between CLLG Programme and LSO;
- iv. Attendance Register;
- v. Proceedings Record (Karwai);
- vi. Union Council/Municipality Development Plans (UC/MC DPS);
- vii. LSO Quarterly Progress Report;
- viii. Cash Book;
- ix. Bank Book;
- x. General Ledger;
- xi. Bank Reconciliation Statement;
- xii. Trial Balance; and
- xiii. LSO Resolution for Joining LSO Network.

The LSO will be provided with a separate register for CIF and other relevant sectoral intervention records, as and when required. Formats for these interventions are given in the relevant sectoral chapters in this manual.

The LSO office-bearers will be responsible to maintain and update these records. The CLLG Programme SMT will provide advice and training on how to keep and maintain the LSO records updated.

## **6.7.2 LSO Formation Criteria**

On the basis of the following criteria the LSO formation will initiate:

- i. At least 40% households are organised into COs in the UC with around 50% women COs;
- ii. Each of the VOs is functional and ready to federate into LSO; and
- iii. The VO leaders have received the Management and Leadership Skills Training (MLST).

## **6.7.3 Steps for LSO Formation**

The following steps should be adhered to for LSO formation:

### **6.7.3.1 Initial Dialogue with VOs about LSO formation**

The SMT should hold a dialogue with VOs formed in a UC, regarding the LSO formation and its benefits. These dialogues should be carried out with VO General Body members in VO monthly meetings. The dialogue should include the following aspects:

- i. The VOs should be introduced to the concept of LSOs and be explained what LSO is, and why the need for an LSO arises. LSOs are the highest tier in the three-tier structure of social mobilisation. It is a federation of VOs at the UC level. The benefits of LSOs are numerous; the main benefit is that it supports and mentor member VOs and COs and provides need-based technical support. LSO represents all the VOs, COs and its member households in the entire UC thus allowing organisations of the poor to have a unified voice, strong enough to be able to interact effectively with larger organisations such as local government, donor agencies and organisations in the private sector. Example of actual cases of LSOs formed in other areas and its benefit to communities may be told;
- ii. The VOs should also be briefed on the LSO structure i.e., Executive Body including the office-bearers and General Body, and process of its selection /election as described in the earlier section;
- iii. Following this, the VOs should also be told of the roles and responsibilities of the General Body and Executive Body of an LSO. Equally, attention should be paid to the criteria for being a member of the Executive Body of an LSO. For example, the member should be from the VO, should be honest, competent and have the time and commitment that will be required to work at the UC/LSO level;
- iv. Lastly, the VO should be briefed on how LSO is formed, i.e., by VOs writing resolutions stating that they wish and give their willingness in form of resolution to federate into a LSO at the UC level; and
- v. After willingness, the VO should nominate its two members through a resolution for inclusion into the LSO General Body and submit the resolution to the SMT (See [Annex F-11 \(i\): LSO Resolution Form](#)).

The SMT, after having the VOs resolutions and following the LSOs formation criteria should set a date in consultation with the nominees of the VOs for an LSO formation meeting, in a central location of the UC that is easily accessible to the VO nominees.

### 6.7.3.2 LSO Formation Meeting

The LSO formation meeting should be attended by all nominated General Body members of the LSO at the assigned venue, date and time. To gain the cooperation and trust of other stakeholders in the UC, for example, head teacher of local government high and middle schools, secretary of UC, heads of the local government and private health centres, chairperson and/or members of the UC, local religious leaders and the like should also be invited to this meeting. It is important to also invite women stakeholders present in the district. The meeting should be facilitated by the SMT but not to the extent of controlling all discussion in the meeting. The SMT should be there merely to assist/facilitate the meeting. Once the participants agree to form the LSO, the following actions should be taken; otherwise, the participants are given time to think about the idea of LSO formation and set date for subsequent meeting:

- i. **Introduction of VO Nominees:** Brief the participants about the resolutions of VOs received and introduce the nominated members of the VOs for the General Body. The introduction may include the name, parentage, poverty score, VO/CO name, status within the VO/CO, education level and any training received by the nominees;
- ii. **Selection of Executive Body:** The nominated General Body members will be asked to select the executive body either through consensus or election. The Executive Body generally consists of members and office bearers; it usually consists of at least seven members. The office-bearers' posts in the LSO Executive Body include that of Chairperson/President, General Secretary and Treasurer. However, the number of the executive body members and office-bearers can be increased, according to the need and requirement of the LSO. In mix LSOs, at least 50% members will be women. Moreover, at least one of the President and Manager of LSO will be a woman;
- iii. The LSO then passes a written resolution (in the prescribed resolution form) stating the process of LSO formation and submits it to the CLLG Programme SMT. The list of General Body members is attached to the resolution, as well as the names of the Executive body, office-bearers, and meeting schedule;
- iv. The SMT/CRP should also provide books of records (See Annex F-11: Formats for LSO register) to the LSO that has the written Term of Partnership (ToP) in duplicate form. The ToP should be read aloud to all the General Body members and their agreement should be sought for each and every point in turn. Finally, all members of the LSO must sign the ToP. The original copy of the ToP will be collected by the SMT for official records while the second copy will remain in the register for LSO record;
- v. The SMT will provide basic orientation on the importance of proper record keeping and how to record entries in the books of records. Detailed training on record keeping will be provided to the LSO Executive Body later;
- vi. The SMT will also brief the General Body about opening of bank account for the LSO, importance of creating an internal fund for LSO and having of LSO office; and
- vii. Upon receipt of the signed LSO formation resolution and ToP, the SMT will register the LSO members in the android software application provided to the SMT.

### 6.7.3.3 Resolution for Opening of LSO Bank Account

The LSO should have a bank account. The LSO General Body should also write a resolution stating that a bank account in the name of the LSO should be opened, along with nominated bank signatories. Preferably, at least one bank signatory will be a woman. Additional bank accounts would be opened to operate sub-grants as per the sub-grant agreement. The SMT should guide and facilitate the LSO in opening their bank accounts. The executive body is required to share the expenditure with the General Body at least once a year and acquire their endorsement for greater transparency.

### 6.7.3.4 Recognition of the LSO

LSO will only be recognised if it meets the minimum criteria given in Table 3 and will be eligible for the CLLG Programme support. The SMT/or CLLG Programme district monitoring team will physically verify these criteria;

**Table 3: Minimum Criteria for Recognition of LSO**

| S. # | Indicator                                                             | Threshold                                                                                                                      | Means of Verification                                                                                                  |
|------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| 1    | Household coverage                                                    | Minimum 50% household organised into CO in the UC.                                                                             | List of COs as per CLLG MIS with member households.                                                                    |
| 2    | Women membership                                                      | Minimum 30% of the organised members                                                                                           | MIS data                                                                                                               |
| 3    | General body                                                          | At least two members from each VO or one member from each CO should be represented with minimum 30% women members in mix LSOs. | List of General Body members                                                                                           |
| 4    | Executive body                                                        | At least seven members with Office bearers selected with minimum 30% women members in mix LSOs.                                | LSO General Body resolution for selection of executive body with VO names                                              |
| 5    | Registered with BCCRA, SECP or Similar other Govt. notified Authority | The LSO is notified/ registered by the competent entity notified by GoB                                                        | Registration Notification/ certificate/ office order                                                                   |
| 6    | Bank Account                                                          | The LSO opens an organisational bank account on its name                                                                       | Cheque Book of a bank account with co-signatories, Bank Statement, Community Resolution with Signatures of GB members. |

The SMT should provide guidance and support in preparing their required documents for notification and registration with government authority.

### 6.7.3.5 Establishment of LSO Office

Each LSO once formed will establish its office. The LSO offices will be established within their respective UCs. The office should be accessible easily for women. LSO will arrange space for establishing an office, preferably with one room for training and meetings/conferences. Because Union Council and LSO shall work closely for common community issues, it is highly recommended that UC representatives

and LSO members sit together in one office and share resources for office operation. The Executive Body of the LSOs will conduct its monthly meeting in their office and later on CRPs monthly meetings may also take place in the same office.

#### **6.7.3.6 Selection and Training of Book Keepers at LSO level**

After formation, each LSO will identify a Book Keeper responsible for managing and update the LSO level record, particularly the financial transactions and maintain an MIS at the LSO office. The Book Keeper should be literate in basic accounting and computer literacy. The SMT should prepare a ToR with selection criteria and share with the LSO for identification of the Book Keeper. Once identified, the SMT/LSO should conduct test/interview to select the Book Keeper. The selected candidate should be given proper contract with ToRs. The Book Keeper will be provided training on record keeping, financial management and training on how to operate the MIS maintaining the LSO financial records and accounting. Account/CIF staff of the CLLG Programme or its SMT will further provide technical backstopping and support to the Book Keeper of LSOs after the training. The training should include the following topics:

- i. How to maintain books of accounts of LSO;
- ii. How to make financial reporting on sub-grants;
- iii. How to maintain records of sub-grants (especially CIF);
- iv. Basic requirements of annual audit of LSO account; and
- v. How to maintain and update the MIS (where applicable)

Note: Tentative guidelines for planning and arranging training sessions is given in Annex F-1.

#### **6.7.3.7 LSO Management, Advocacy and Leadership Training (MALT)**

In order to enable the LSO to work to its maximum potential, the SMT should provide training in different aspects of LSO Management. After LSO formation, two members from each LSO will be given five-day long advanced level training of management, advocacy and leadership by the SMT. The duration of the training will be adjusted according to resources and time available. These training events will be organised at the Tehsil or District level. The training should include the following aspects:

**LSO Management:** How to manage LSO activities, the formation of LSO committees, how to develop LSO by laws and how to register the LSO with government authorities, targeting and validation of poor household for CIF and IGGs, how to develop annual work plan and budget, reporting progress on the annual work plan and how to fund-raise through internal and external sources as well as how to manage sub-grants (e.g. IGG, CIF, CPI and/or grants for office establishment) and reporting to CLLG Programme and other donors.

**LSO Leadership:** What is leadership? The characteristics of an effective community leader, leader versus manager and the role of leadership in development and sustainability of LSO. The roles and responsibilities of LSO, its Executive Body, General Body and office-bearers.

**LSO Accountability:** What and why of accountability of LSO? Accountability of LSO towards its member VOs, COs, CLLG Policy/Programme, RSP, donor and other stakeholders and accountability of Executive Body of LSO towards its General Body

**LSO Accounts and Books of Record:** What records need to be maintained and updated in hard form and in the MIS, maintaining and updating COs, VOs and LSOs files and their record in project MIS to track progress, how to maintain Cash Book and Bank book, how to safe keep cash memos, bills, vouchers and receipt book in proper files.

**Advocacy:** What exactly is advocacy, and what are approaches and benefits of advocacy with stakeholders including government line departments and other stakeholders?

**Social Accountability of Local Authority:** What is social accountability in the local context, ways and means for the LSO to hold the Local Authorities, Government Education, Health and other institutions accountable?

Note: Guidelines for planning and arranging training sessions is given in Annex F-1.

## **6.8 Union Council/Municipality Development Plans (UC/MC DPS)**

The Union Council/Municipality Development Plans (UC/MC DPS) is an essential mechanism for achieving the purpose of LSOs becoming self-regulated and sustainable organisation of, by, and for the communities. The UC/MC DPS process will be instrumental in identifying the development priorities in the UC, improving the capacity of LSO in development planning and management of its activities in the UC. The Chairman and Secretary Union Council will play support role in the entire process.

A UC/MC DPS is a plan which includes development initiatives at the UC level, as identified by the LSO and its member VOs and COs. It consists of activities (large and small, cash and cash-less) which the LSO aims to achieve. Social mobilisation outreach, poverty reduction, the inclusion of poor and women, PWDs, youth, minorities and gender mainstreaming will remain common themes in the UC/MC DPS. Format for UC/MC DPS is given at [Annex F-11\(v\)](#). Separate UC/MC DPSs will be prepared by women and men LSOs where women LSOs exist. Later on, the SMT will consolidate both UC/MC DPSs into one. The common activities counted one, while the different activities prioritized by men and women LSOs will remain intact in the common UC/MC DPS. Copies of the common UC/MC DPS will be provided to both men and women LSOs for resource mobilisation and implementation.

The SMT will guide and support the LSO to prepare their UC/MC DPSs. The following process will be followed to prepare the UC/MC DPS:



### 6.8.1 Union Council Profile

Union Council profile includes basic gender disaggregated information about the demography of the UC, basic services (education, health) available, physical infrastructure, and assets available in the UC. The LSO with the support of Chairman and Secretary Union Council will annually update the UC profile. Format for Union Council Profile is given at [Annex F-2g](#); this can be adopted as it is or can be modified as per GoB/Donors' requirement and can be part of UC/MC DPS.

### 6.8.2 UC/MC DPS Preparation Meeting

The UC/MC DPS should be prepared in a participatory manner and should have consensus of both men and women members of LSOs. The UC/MC DPS, or any plan, should always be according to the needs of the communities at large and not for the benefit of a few influential households. For this purpose, the LSO will hold a UC/MC DPS preparation meeting. This meeting should be attended by all Executive Body and General Body members of the LSO. The elected women and men local government representatives and the UC Secretary will be invited to participate in UC/MC DPS development. The LSO should also invite other important stakeholders like the available head masters/head mistresses of government and private schools, the supervisor of the local health centre and/or lady health worker, the chairperson/members of UC, other local government authorities available, local religious leaders and poorest households from COs, etc. Preferably one member of the SMT/District Office should also participate in this meeting and facilitate the LSO in preparation of the UC/MC DPS. The following actions need to be taken in this meeting:

- i. **Plenary Session:** The member of SMT or LSO Chairperson/Secretary carries out a round of introductions of the participants, followed by a briefing about the objectives, and process of preparing the UC/MC DPS. In this session the SMT/LSO should also share the UC profile; the key needs identified by the VOs in their resolutions, and explain the UC/MC DPS format;
- ii. **Review of Village Development Plans (VDPs):** The SMT should consolidate the VDPs developed by the member VOs at the UC level and the meeting should review them to ascertain the types of activities required by their VOs and COs;
- iii. The meeting will identify such UC level activities which are not covered under VDPs and include in the UC/MC DPS;
- iv. **Intimation:** Preferably the UC/MC DPS development/update process should be initiated in January, so that ample time is available for the completion of the UC/MC DPS process from consultation to entry in MIS. By following this schedule, the UC/MC DPS will be ready and line departments and MNAs, MPAs will be able to include projects prioritised by communities in PSDP.
- v. Before UC/MC DPS development/ update, DIU will issue an advertisement in local newspapers to make sure every beneficiary is aware of the UC/MC DPS development process, and they could include their needs in the bottom up plans especially the UC/MC DPS. Social media may also be used for this purpose. The Secretary UC will make sure a banner is installed in

- front of UC office or at any central location in the UC like Jamia Mosque about the time, date, and venue of the UC/MC DPS development meeting.
- vi. Example of potential activities that can be included in UC/MC DPS is given in [Annex F-10a](#);
  - vii. **Preparation of Budget:** After listing the activities in order of priority, for each activity, a realistic estimated budget should be assigned. Support from the SMT can always be obtained in this regard. This will form the UC/MC DPS. The priority should be given to gender and women related activities; and
  - viii. **Consolidation of Men and Women UC/MC DPSs:** As stated above, separate UC/MC DPSs will be prepared by women and men LSOs where women LSOs exist. The SMT will help the men and women LSO leaders to consolidate both UC/MC DPSs into a single document **on** the same day or any other day.

### **6.8.3 Development of Resource Mobilisation Plan (RMP)**

Depending on the time the Executive Body of the LSO with the support of the SMT should prepare a resource mobilisation plan either in the same meeting or subsequent meetings. Once the plan is developed it should be shared with the General Body in a meeting with all LSO members. The format for the LSO RMP is annexed at [Annex F-16](#). In the case of separate men and women LSOs, each LSO can prepare RMP both for the common activities as well as their own prioritized activities.

### **6.8.4 Approval of UC/MC DPS and RMP**

Once the UC/MC DPS and RMP are finalised the LSO General Body should pass a resolution documenting the process of UC/MC DPS and RMP development and agreement. After finalisation of the UC/MC DPS and RMP, a resolution will be passed in the same meeting with signatures of all the participants. Besides signature of the LSO Chairperson and General Secretary, the final copy will also be endorsed by the UC Chairman and Secretary. The original copy will be kept by the LSO while the other copy will be shared with the SMT. The UC/MC DPS will be shared by the UC Chairman/ Secretary with ADLG Office for authentication and inclusion in the MIS for CLLG intervention/ funding. The approved UC/MC DPS/RMP will be the basis for LSO and SMT to implement development activities at the UC level. Later, the LSO will share their UC/MC DPS with the LSO Network at Tehsil/District level, District Councilors, Line Departments, MNAs, MPAs, Senators, other NGOs/NPOs, RSPs, relevant government authorities for funding the UC/MC DPS prioritised needs.

### **6.8.5 Sharing of UC/MC DPS with Joint District Development Committee (JDDC)**

The LSO Network will develop a consolidated version at Tehsil/District levels and share them with JDDC.

### **6.8.6 Implementation, Monitoring and Reporting of the UC/MC DPS**

The LSO should discuss the UC/MC DPS in their regular meetings and contact the relevant organisation identified within their resolutions and proposals. The LSO preferably should start implementing the self-help activities and the activities identified for the CLLG Programme. While deciding on the implementation of activities the LSO should follow the principle of subsidiarity; those activities which can be implemented by lower-level bodies (i.e., VO/CO) should be handed over to them for implementation.

The LSO shall form various sub-committees for implementation of the UC/MC DPS. The LSO should be guided to form Special Committees for smooth and proper implementation of the activities planned in the UC/MC DPS. These may include 1) Project Committee, 2) Finance and Audit Committee, 3) Monitoring Committee. LSO may also form 4) CIF Committee, 5) Health Committee, 6) Education Committee, 7) Youth Committee, 8) Gender Mainstreaming Committee, 9) Peace and Pluralism Committee, if required. The Committees should be formed to assist the Executive Body and General Body in the implementation of the Annual Work Plan of the LSO. Therefore, Special Committees should be formed only in the line of the Annual Work Plan or based on any other emerging need. Example of potential committees and sample ToR are given in [Annex F-10c](#).

Each of the committees should be regularly reporting to the LSO General Body meeting. The General Body members should be reporting minutes of the LSO's meetings to its VOs, so that the VO members are also aware of the progress of the UC/MC DPS activities. The LSO should record its progress against planned activities in the LSO Monthly Progress Report format given at [Annex F-11](#) (vi) on monthly basis. The LSO will also share its progress on UC/MC DPS and VDPs of member VOs in the JDDC meetings.

### **6.8.7 Annual Review of the UC/MC DPS**

At the end of each year the General Body should review the UC/MC DPS in an annual UC/MC DPS review meeting and the LSO should prepare a simple annual progress report (both in terms of financial and physical activity-wise). The format for the LSO progress report is given in [Annex F-10d](#).

Furthermore, the bottom-up plans will be developed after PSC survey, and formation of community organisation and before starting CIF, IGG, TVET etc. in new districts. If bottom-up plans are already developed, these will have to be reviewed and authenticated according to these CLLG Policy implementation procedures and templates.

## **6.9 CLLG Policy Investment Prioritization Model**

To avoid the traditional 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, has been 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

### 6.9.1. Prioratization of Districts for CLLG Policy Interventions:

To ensure effective allocation of resources and targeted interventions, the Government of Balochistan (GoB) has developed a comprehensive approach to prioritize districts for Community Led Local Governance (CLLG) Policy interventions. This approach leverages key indicators from the UNDP 2017 Pakistan National Human Development Report, specifically the Human Development Index (HDI) and the Multi-Dimensional Poverty Index (MPI). These indices are based on vital sub indicators including immunisation, satisfaction with health facility, years of schooling, living standards etc. The 'living standards' sub indicator is further based on access to electricity, drinking water, sanitation infrastructure, household fuel, household assets.

#### Composite Score Calculation:

To prioritize districts with the 'greatest development and poverty alleviation needs', a composite score is calculated using the following formula:

$$\text{Composite Score} = (1 - \text{HDI}) + \text{MPI}$$

#### Explanation:

**HDI (Human Development Index):** HDI measures human development on a scale from 0 to 1, with higher values indicating higher human development. To prioritize the least developed districts, we subtract HDI from 1. This yields a value between 0 and 1, with higher values indicating lower human development.

**MPI (Multi-Dimensional Poverty Index):** MPI gauges the intensity of poverty and deprivation within districts. Higher MPI values signify greater poverty and deprivation.

#### Prioritization Process:

The districts are ranked based on their composite scores. Districts with the lowest composite scores are given the highest priority for CLLG Policy interventions. This prioritization strategy ensures that resources are allocated to districts that are both less developed and more impoverished. When this formula is applied on the Balochistan HDI and MDI districts wise data, it resulted into a prioritized list of districts, provided in table at [Annexure-F-10e](#).

#### Additional Considerations:

This approach ensures that the CLLG Policy interventions are directed towards the districts with the most pressing development and poverty alleviation needs, ultimately working towards more equitable and inclusive local governance in Balochistan.

While the HDI and MPI provide valuable insights, it's important to note that additional indicators or variables may be considered to fine-tune the prioritization model based on specific policy objectives.

It is also important to consider that the EU-funded BRACE Programme (2017-2023) has cultivated social capital in ten BRACE-targeted districts. The

Community Institutions (CIs) in these districts are well-organized, capacitated, with subcommittees formed, experienced in implementing similar models, properly registered, and maintaining bank accounts. Furthermore, some of these CIs have been provided with revolving funds amounting to millions of rupees. Without consolidation of these efforts and resources, there is a risk of wastage. Therefore, it would be more prudent to prioritize intervention in these ten BRACE districts to enhance the likelihood of success during the initial phase of Policy implementation. To further refine the prioritization process, the criteria mentioned above may be considered.

### **6.9.2. Project Selection Criteria: MIS Based Automated Screening and Ranking of Community Projects/Needs**

The GOB CLLG Policy Regulatory Framework desires the placement of an automated Prioritization Model in CLLG-MIS 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 screen and rank Community Physical Infrastructure (CPI), Technical and Vocational Trainings (TVET), Income Grant Generation (IGG), Community investment Fund (CIF) and Adult Literacy and Numeracy Skills (ALNS) interventions. Each module shall perform screening and ranking of projects based on the defined criteria and indicators. The list of community needs will be prioritized using a two-stage screening and scoring process. Upon receipt of community investment bottom-up plans (i.e., consolidated VDPs), the interventions mentioned in the plans shall be entered in CLLG MIS prioritization modules. Automated modules based on the defined criteria shall accept or reject any intervention. The rejected interventions shall be automatically eliminated, and the prioritization modules shall generate a list of accepted interventions for assigning certain weightages based on defined indicators. Finally, the module will generate a list of interventions based on assigned weightages and rank the interventions in order of merit.

## **6.10 Conferences/ Activists Workshops for LSO/VO/CO**

The SMT will organise six monthly/ annual Activists Workshop/conferences at the Field Unit level once sufficient number of CO, VOs and LSO are formed at the tehsil/district/provincial level. Workshops are also organized with other stakeholders to ensure that communication between the communities, the Programme and other stakeholders is smooth and to provide opportunities to government functionaries, in particular, to learn from and share their feedback and experiences with communities. These workshops will provide an opportunity for the office bearer and activities COs'/VOs'/ LSOs', including CRPs to interact and learn from each other's experiences. This will also serve as a platform where Government officials from various departments/ authorities and donors/ development partners will be invited so that they are also informed about the community level initiatives and are aware of their needs and plans. This will help establish a link between community institutions and various partners/ stakeholders. The CIs will ensure participation of around 50% women community

leaders in these workshops. Based on the cultural challenges separate workshop can be arranged for women.

The following steps will be taken to arrange these events:

- i. The head of District Coordination Unit (DCU), CLLG Policy/Programme will approve the agenda of the workshop;
- ii. Nomination of CO/VO/LSO activists and CRPs for the workshop will be made by SMTs;
- iii. Attendance and registration of the participant will be made on the standard format;
- iv. Digital photographs of the event will be taken for record;
- v. Banner with title, venue and date of the event will be displayed in the hall for visibility; and
- vi. An event report will be developed on completion of the event.

## **6.11 Formation of LSO Network (LSON) at Tehsil and District Level**

LSO Network will provide opportunities for better coordination with the Tehsil and District government and other government line departments. The network should have women representation. The network will also encourage women and men member LSOs to interact, exchange information and lessons learned among themselves and with other civil society organisations working in the tehsil and district. The LSO Network members may represent the network in the JDDC.

As the core function of the LSO Network is networking and communicating the work and voices of the CIs/ LSOs at the Tehsil and District level with the government authorities and other stakeholders, the LSO Network does not need a formal structure as the LSOs have, like written by laws, registered with authorities and bank accounts, etc. Thus, the network structure may be formed as an informal body consisting of a General Body mainly for communication and coordination among member LSOs, government departments, and development partners. Sample Terms of Reference are given in [Annex F-18](#) and [Annex F-19](#), for governance and management of LSO Network at Tehsil and District levels.

### **6.11.1 Formation of LSO Network at Tehsil level**

The below approach will be followed for formation of LSO Networks at Tehsil level:

- i. **Follow a Process Approach:** The Local Support Organisation-Networks (LSO-Network) should be formed following the organic, pragmatic, and sociological approach. Instead of forming a formal structure of LSO Network immediately, the LSO leaders should be allowed to form a working committee for networking initially. They should be given proper time so that they would gradually create synergies, mutual understanding and confidence and establish norms for working relationships over time.
- ii. **Dialogue with LSOs Regarding LSO-N Formation:** The SMT should discuss the idea of LSO Network with the leaders of member LSOs through dialogues. Dialogues could be done with individual LSOs' Executive Body or jointly with leaders of more than one LSO at a mutually agreed venue. Minutes of the dialogues should be recorded and filed.

- iii. **Collection of Resolutions from LSOs:** The SMT should invite resolutions from interested LSOs to form the LSO Network and nomination of members into the General Body of the LSO Network.
- iv. **Organise LSO-N Formation Workshop:** The workshop should be facilitated by the CLLG/ SMT district staff. The women and men participants of the workshop should be the nominated General Body members of LSO Network, representatives of Tehsil/District government, Social Welfare Department, government line departments, local Civil Society Organisations, and local political and religious leaders. The purpose of the workshop should be:
  - 1) To make the participants fully understand the goals and objectives, organisational structure, and core functions of the LSO Network;
  - 2) To ensure that the participants had properly understood the processes of LSON formation and their due roles and responsibilities;
  - 3) To obtain consensus and agreement from the General Body about formation of the LSO Network;
  - 4) To select gender balanced Office-Bearers from General Body through consensus;
  - 5) To get agreement on the ToP between the LSON and the CLLG Program/ SMT after due discussion and get it signed by the representatives of both parties; and
  - 6) To record the minutes of the workshop proceedings by the SM Team and hand over its copy to the LSO Network leaders.

**V- Support in Establishing working Relationships with Government Departments:** For establishing working relationships and partnership between the LSO Network and external agencies, the SMT should arrange briefing meetings of LSO Networks with government departments, Civil Society Organisations and donors.

### 6.11.2 Formation of LSO Network at District level

Upon formation of LSO Networks in around 50% of the Tehsils of a District, the SMT should initiate the process for formation of LSO Network at the District level following the guidelines prescribed for the formation of LSO Network at Tehsil level. The Tehsil LSO Networks will form the District LSO Network, therefore, the SMT will support their leaders in the formation of District LSO Networks. The Tehsil LSONs will nominate at least two members to represent them in the District LSO Network. The General Body of the District LSO Network will then elect its Chairperson and Secretary.

The below approach will be followed for formation of District LSO Network:

- i. **Dialogue with Tehsil LSONs regarding District LSON Formation:** The SMT should discuss the idea of District LSO Network with the General Body members of the Tehsil LSO Networks through dialogues. Minutes of the dialogues should be recorded and filed.
- ii. **Collection of Resolutions from Tehsil LSONs:** The SMT should invite resolutions from interested Tehsil LSO Networks to form the District LSO Network and nomination of members into the General Body of the District LSO Network.
- iii. **Organise District LSON Formation Workshop:** The workshop should be facilitated by the SMT district staff. The women and men participants of the

workshop should be the nominated General Body members of the District LSON, representatives of Tehsil/District government, Social Welfare Department, government line departments, local Civil Society Organisations and local political and religious leaders. The purpose of the workshop should be:

- 1) To make the participants fully understand the goals and objectives, organisational structure, and core functions of the District LSO Network;
- 2) To ensure that the participants are properly conversant with the processes of District LSON formation and their due roles and responsibilities;
- 3) To obtain consensus and agreement from the General Body about formation of the District LSO Network;
- 4) To select/elect gender balanced Office-Bearers from General Body through consensus;
- 5) To get agreement on the ToP between the District LSO Network and the CLLG/ SMT after due discussion and get it signed by the representatives of both parties;
- 6) To record the minutes of the workshop proceedings by the SM Team and hand over its copy to the District LSO Network leaders.

- v. **Support in Establishing Working Relationships with Government Departments:** In order for establishing working relationships and partnership between the District LSO Network and external agencies, the SMT should arrange briefing meetings of the District LSON with government departments, Civil Society Organisations and donors.

### **6.11.3 Consolidation of UC/MC DPSs at Tehsil and District Level**

A key role of the LSO Networks is to consolidate and share the development activities prioritised by the communities through their VDPs and UC/MC DPSs with the District Government for consolidation at district level to apprise the GoB's Annual District Development Planning, and for resource mobilisation advocacy, relevant and effective service delivery, and to serve as a joint social accountability framework. For this purpose, the LSO Network will ask its member LSOs to submit a list of priorities development activities for incorporation into District Government development plan. The LSO will be instructed to give more importance to women's prioritised activities. The following steps will be taken in this regard:

- i. A meeting will be organised at the Tehsil/District level which will be attended by the representatives of the member LSOs and SMT/ HO staff;
- ii. The representatives of the LSOs will present their prioritised development activities in the meeting;
- iii. The SMT will provide technical help to the LSO Networks in consolidating the prioritised list of development activities from each and every men/women LSOs;
- iv. The meeting will brainstorm to identify other pressing needs which are not identified by the LSOs and incorporate them in the list; and
- v. Copy of this document will be shared in the meeting of Joint Development Committees formed at Tehsil/District level as well as with member men/women LSOs.

A format has been given in Annex F-19 for this purpose.



Once resources are available, a comprehensive Community-Led District Development Strategy and Plan (DDSP) will be developed according to the outline provided at Annexure A-14.

#### **6.11.4 Advocacy for Resource Mobilisation**

The LSO Network should continue advocacy efforts for inclusion of maximum development activities submitted to the District Government into their annual plans and collect data about the number of development projects included by District Government and other government line departments in their annual plans during the project period and share with CLLG / SMT. The LSON should also share the Tehsil/District level consolidated development plans with the elected members of Provincial and National Assemblies and try to convince them to include these activities in the Provincial Budget as well as allocate resources from the annual fund at their discretionary power.

### **6.12 Mentoring and Monitoring of Community Institutions (CO/VO/ LSO) by SMT**

Having formed the community institutions (COs/VOs/LSOs), the SMT should continue its mentoring support to these institutions, so that the capacities of these institutions are strengthened on a day-to-day basis. The leader of these community institutions should be certain that the CLLG/ SMT's social guidance in developing and strengthening these institutions of the people will always be available. To ensure that the community institutions (COs/VOs/LSOs) are functional, active, and heading on the right track in serving their constituent community institutions and households, the SMT should carry out regular monitoring of its functions and activities and provide timely support to take corrective measures. Format for Monitoring is annexed at [Annexure A-9](#). The CLLG M&E Team (with assistance from SMT) will conduct annual Institutional Maturity Index (IMI)<sup>5</sup> survey of sample community institutions (COs/VOs/LSOs) and share the results with these institutions, the JDDC and other stakeholders.

The SMT should periodically do gender sensitization and capacity building sessions with these institutions and its members.

### **6.13 Facilitate Experience Sharing among Community-based Organisations through Arranging Manager Conferences**

Transformation and learning are an important part of social mobilisation. This contributes towards making community- based organisations holistic in nature - one of their defining characteristics. To make this possible, regular learning workshops in which community activists from different areas share their experiences are organized. Workshops are also organized with other stakeholders to ensure that communication between the communities, the Programme and other stakeholders is smooth and to provide opportunities to government functionaries, in particular, to learn from and share their feedback and

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<sup>5</sup> Details about the Institutional Maturity Index (IMI) surveys can be found in the M&E framework of BRACE Programme developed by RSPN.

experiences with communities. The CLLG/ SMT management actively participates in these workshops. Starting from the 3rd quarter onward till the end of the Programme period, activists' workshops will be held regularly on a quarterly basis at UC/tehsil level. These workshops will provide an opportunity for the women and men COs' / VOs' / LSOs' office bearers and activists, including CRPs to interact and learn from each other's experiences. This will also serve as a platform where RSPs will invite Government officials so that they are also informed about the community level initiatives, and are aware of their needs and plans. This will help establish a link between the local government and community institutions. Below are the guidelines for planning and arranging the Manager Conference;

- i. Prepare a gender sensitive agenda with session plans outlining the session topic, time and facilitator;
- ii. Invite the women and men community members and other Govt. official well on time;
- iii. Maintain proper record of registration and attendance of the participants (see Annex F-1b "training registration and attendance sheet");
- iv. Keep a record of digital photographs of the Manager Conference;
- v. Proper display of event banner with the title of the event according to the EU visibility guidelines.; and
- vi. Prepare Manager Conference report and share with relevant stakeholders.

## **6.14 Arrange Knowledge Sharing Exposure Visits for Community Activists and LA's and LSO Representatives**

With sufficient funds available, inter and intra UC/district/province exposure visits will be arranged for community activists, LAs and LGRDD official to encourage learning from a diverse range of experiences, new development models, diversity of grassroots institutions, understanding various contexts and diversity of cultures. Below are the guidelines for planning and arranging exposure visits.

- i. Prepare a proper agenda with exposure visit plan outlining the Objectives, Places and Organisations to be visited, time and facilitators. However, prior to preparing such visit plans, the SMT should select locations/sites, schemes, and organisations to be visited based on lessons learned and best practices;
- ii. The visit plan should ensure the opportunity for participants to learn about best practices of women and gender related initiatives;
- iii. Obtain nomination from the CI's through resolutions and Line Agencies members through proper channel;
- iv. Ensure participation of women. Where possible, separate exposure visits should be arranged for women;
- v. Maintain proper record of registration and attendance of the participants (see Annex F-1b "training Registration and Attendance Sheet");
- vi. Keep a record of digital photographs of the Exposure Visit; and
- vii. Prepare Exposure Visit report and share with relevant stakeholders.

## **6.15 Engage Youth in the Development Process by Arranging Co-Curricular / Recreational activities.**

The low socio-economic indices of the region speak volumes on the opportunities available in the region for growth. Youth have especially suffered from the lack of resources and opportunities. Their literacy levels are low; they are unemployed and have low technical capacities. As a result, they have been easily convinced in favour of the extremist movement. Therefore, another added feature of this project will be to organize sports events by the community at different levels. Sports involve the younger girls and boys in the project and provide them with opportunities to learn from the playing field. This has proved to be an important way of reducing tensions in conflict areas. In addition to providing girls and boys with equal opportunities for development and growth, it is essential to involve them in positive and productive activities that promote tolerance and push them to respect the rights of others. Below are the guidelines for planning and arranging the Co- Curricular/Recreational Activities;

- i. Develop a list of region wise youth development activities, identified in VDPs/UC/MC DPSs preferably local games and cultural musical events. The list should have separate activities for girls and should not be focused on traditional activities i.e. cooking, sewing, etc. There should be events for girls on sports, speech competition, etc;
- ii. Prepare the event plan in consultation with local women and men VOs and LSOs, sports clubs and Line Departments;
- iii. Display messages on peace and pluralism, harmony, gender, youth development, cultural cohesion at appropriate public places etc;
- iv. Proper display of event banner with title of the event according to the CLLG visibility guidelines;
- v. Maintain proper record of registration and attendance of the participants (see Annex F-1b “training Registration and Attendance Sheet”);
- vi. Equal number of events should be organised for girls and boys;
- vii. Keep record of digital photographs of the event; and
- viii. Prepare event report and share with relevant stakeholders.

## **6.16 Prepare and Deliver Training on CAT & CIF to CRPs.**

Potential CRPs will be identified and trained in social mobilisation, CO formation processes, and an orientation of the CLLG by using the Community Awareness Toolkit (CAT) manual. The CAT manual will be prepared/ reviewed by the CLLG Policy Implementation Unit (PIU), translated, and printed in the Local language for the field staff. A copy of the manual will be given to each CRP for future reference. After completion of training, these CRPs will be responsible for conducting sessions in each of their assigned COs on CAT. They will prepare a work plan, share it with their respective SMTs. The CLLG Team will assess their performance on a monthly basis.

Note: Guidelines for planning and arranging training sessions is given in Annex F-1.

## **6.17 Training of Local Government, Local Councils, District Department Officials and LSO Representatives on Participatory Development Planning**

One of the key objectives of the intervention is to promote creative interactions and partnerships between organised communities and relevant government line departments and lower tiers of the local government system. The action also focuses on strengthening the capacities of senior officials and elected local bodies representatives through learning exposures to plan and supervise inclusive development with the involvement of organised communities at local levels. In order to promote creative interactions and partnerships between organised communities, relevant government line departments and lower tiers of the local government system, it is also important to develop the capacity, knowledge and skills of field staff and officials of relevant line departments. This will be achieved through training, knowledge exchange and learning exposures.

CLLG Team will work with the District Government and line departments for selection of government officials / local elected representatives for the capacity building Programme. A series of training courses will be conducted. Selected LSO representatives will also attend these trainings courses. This will build the capacity of the government officials/elected representatives to better understand the three-tier social mobilisation process, Programme interventions and the participative bottom-up development planning process. The topic of this training will include:

- i. What is planning;
- ii. What is participatory planning and what are the benefits of participatory planning;
- iii. Current practices/processes of development planning by local Govt its merits and demerits and challenges;
- iv. Gender sensitization and importance of mainstreaming;
- v. Gender context of Pakistan: facts and figures;
- vi. Tested ways and means of local community engagement for prioritizing development activities to be implemented by the local Government; and
- vii. LSO Exposure visit or Case Study to see their UC/MC DPS and its implementation process and achievement and record keeping practices.

Below are the guidelines to conduct the trainings;

- i. Prepare a gender sensitive agenda with session plans outlining the session topic, time and facilitator;
- ii. Invite the community members and other Govt official well on time;
- iii. Select the LSO/LSOs for exposure visit well on time, and agree upon the exposure visit arrangements with them;
- iv. Maintain proper record of registration and attendance of the participants (see [Annex F-1b](#) "Training Registration and Attendance Sheet");
- v. Keep a record of digital photographs of the Training/Exposure visit;
- vi. Proper display of event banner with the title of the event according to the EU visibility guidelines; and
- vii. Prepare training report and share with relevant stakeholders.

## **6.18 Mechanisms for Creating Synergies and Linkages between Community Institutions and Local Government Authorities**

The three tier community institutions can work more effectively with the support of and in collaboration with the elected representatives and local authorities. In this respect, both government officials at the local level and the community representatives (office bearers of the COs/VOs/LSOs) need to understand each other's functions. It is therefore important to create effective communication channels between the government and community leaders to help the government understand the benefits of listening to the needs and priorities of the community. A critical factor in this process is the sustainability of communities to interact with the government and advocate for the equitable allocation of public resources. Such relationships can help open channels to the district and provincial policy levels. Therefore, Joint District Development Committee (JDDC) mechanism is proposed to create a bridge and provide a platform for the community institutions and district / Tehsil level government to interact with each other, share development plans and finalize them according to the local needs. The Joint District Development Committee (JDDC) will foster the development intermediation amongst the CIs and the Local Government. Detailed guidelines for JDDC are provided in Chapter-5.

### **6.18.1 Capacity building of Local Govt. Officials and Community Representatives**

The CLLG Programme team will collaborate with the District Government and line departments to identify government officials and elected representatives for the capacity development Programme. A series of training courses along with an exposure visit (if resources allows) in other Programme districts will be conducted. These training courses will also be attended by selected LSO representatives. This will build the capacity of the government officials/elected representatives to better understand the three-tier social mobilisation process, women empowerment concepts, project interventions and the local level development process through the LSO / VOs.

The following process will be carried out to implement the activity;

- i. Policy Implementation Unit in coordination with Partner Organisation will develop gender sensitive training modules;
- ii. CLLG will invite Govt. departments and LSO to nominate their representatives;
- iii. PIU/DIU will arrange the gender sensitive training and gender balanced exposure visits (if resources allow);
- iv. Respective PIU/DIU will maintain registration and other relevant record of the events; and
- v. Respective PIU/DIU will prepare a training/exposure report.

### **6.18.2 Sustainability of the Community Institutions (COs/VOs/LSOs) through Community Investment Fund (CIF)**

The community institutions, especially VOs and LSO, once formed and recognised by the government authorities will be given a Community Investment Fund (CIF) grant. These institutions will then provide a platform for planning and implementation of household level interventions to improve the lives of the people especially the poor and women. The CIF will be managed and implemented by these community institutions themselves. The CIF will serve the following three purposes:

- i. Improve the effectiveness, managerial capacities, and relevance of these community institutions on a sustainable basis and keep the community institutions functional and active,
- ii. Using the grant to provide capital to CO members for income generating activities and revolve it to benefit maximum number of poor households, and
- iii. Empower women beneficiaries socially and economically at household and community level.

CLLG / SMT will build the technical and managerial capacities of these women and men institutions to achieve the above-mentioned purposes. The detailed guidelines of CIF are provided in chapter 8.

# Annexures

## Chapter 6

## Annexures

### Annex F-1: Guidelines for Planning and Arranging Trainings

For all the trainings note the following key points:

- i. Identification and selection of relevant potential trainees. Develop nomination/selection criteria. Keep the trail of all communication (mail/email) for nomination and selection of trainees;
- ii. Prepare a proper session plan outlining the session topic, time, date and venue (See Annex F-1a: Training Session Plan);
- iii. Invite only sufficient number of participants (not more than 35 participants in each event)
- iv. Engage relevant and competent training facilitators on subject/session;
- v. Share the session plan well in advance with the training participants;
- vi. Inform the training participants about logistic arrangements [travel and accommodation (in case of residential)] in advance;
- vii. Prepare and arrange set of training materials (notepad, pen/pencil, marker, flip chart, cards, name tags, white board, multimedia, presentations, hand-outs etc.) according to the need of the participants and training;
- viii. Arrange proper training place with sufficient space, lighting and logistic facilities according to the need of men and women participants. The purpose is to provide a good learning environment without disturbance;
- ix. Ensure interactive training sessions;
- x. Maintain proper record of registration and attendance of the participants (See Annex F-1b: Training Registration and Attendance Sheet);
- xi. Invite relevant government officials and other stakeholder in opening and/or closing session;
- xii. Keep record of Digital photographs of the training events;
- xiii. Proper display event banner with title of the event according to the EU visibility guidelines (if budgeted);
- xiv. Evaluation of the training by M&E professionals and/or through participants' feedback;
- xv. Prepare training report at the end of each training event and share with relevant stake holders; and
- xvi. Maintain an overall summary record of training participants (See Annex F-1c:- Summary of Training Participants).



## Annex F-1a: Training Session Plan

### CLLG Programme, Government of Balochistan

Name of District: \_\_\_\_\_

SMT/Field Unit: \_\_\_\_\_

Union Council: \_\_\_\_\_

Date: DD/MM/YY: \_\_\_\_\_

Overall objectives of training:

(Please write the objectives of the training)

- 1.
- 2.
- 3.

Number of potential participants: \_\_\_\_

Criteria for selection of participants:

1. Write the required education level (if any) (depending on the type of training)
2. Write the required level of professional experience (if any) (depending on the type of training)
3. Write the required proficiency in language (if any) (depending on the type of training)

| S. # | Topic                                                          | Objectives                                                                  | Time             | Methods                                                                        | Facilitator (s)                                                              |
|------|----------------------------------------------------------------|-----------------------------------------------------------------------------|------------------|--------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| 1.   | (List down the topics of training, use one row for each topic) | (Please write the objectives to be covered under each topic)<br>□<br>□<br>□ | (e.g. 1300-1400) | (e.g. presentation, brainstorming, small group work, plenary discussion, etc.) | (Name of the relevant and competent training facilitator on subject/session) |
| 2.   |                                                                |                                                                             |                  |                                                                                |                                                                              |
| 3.   |                                                                |                                                                             |                  |                                                                                |                                                                              |

## Annex F-1b: Training Registration and Attendance Sheet

### CLLG Programme, Government of Balochistan

| District: _____                                                                                                                  |                            | SMT/Field Unit: _____ |       | UC: _____                     |                               |                           |
|----------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------|-------|-------------------------------|-------------------------------|---------------------------|
| Training Title: (Add name of training session)                                                                                   |                            |                       |       |                               |                               |                           |
| Type of Training: (For example, staff orientation training, community trainings like CMST, LMST, and sector -specific training.) |                            |                       |       |                               |                               |                           |
| Starting Date<br>(DD/MM/YY)                                                                                                      | Closing Date<br>(DD/MM/YY) | Total No. of days     | Venue | No. of male participants      | No. of female participants    | Total no. of participants |
|                                                                                                                                  |                            |                       |       | (Calculated from table below) | (Calculated from table below) |                           |

| MIS Code | Name | Sex | CNIC | Organisation | Designation | District | Contact No | Day 1 | Day 2 | Day 3 |
|----------|------|-----|------|--------------|-------------|----------|------------|-------|-------|-------|
|          |      |     |      |              |             |          |            |       |       |       |
|          |      |     |      |              |             |          |            |       |       |       |
|          |      |     |      |              |             |          |            |       |       |       |
|          |      |     |      |              |             |          |            |       |       |       |
|          |      |     |      |              |             |          |            |       |       |       |

Note: Please sign against the relevant day(s) of the training attended. Add days according to number of days.

## Annex F-1c: Summary of Training Participants

### CLLG Programme, Government of Balochistan

(Data can be extracted from Annex F-1b)

District: \_\_\_\_\_ SMT/Field Unit: \_\_\_\_\_ UC: Revenue Village/Settlement: \_\_\_\_\_

LSO: \_\_\_\_\_ VO: \_\_\_\_\_ CO: \_\_\_\_\_

| MIS Code | Training Title | Type of Training | Total No. of days | No. of male participants | No. of female participants | Total no. of participants |
|----------|----------------|------------------|-------------------|--------------------------|----------------------------|---------------------------|
|          |                |                  |                   |                          |                            |                           |
|          |                |                  |                   |                          |                            |                           |
|          |                |                  |                   |                          |                            |                           |
|          |                |                  |                   |                          |                            |                           |
|          |                |                  |                   |                          |                            |                           |
|          |                |                  |                   |                          |                            |                           |
|          |                |                  |                   |                          |                            |                           |

## Annex F-2a: No. of Estimated Households by Revenue Village/Settlement

### CLLG Programme, Government of Balochistan

District: \_\_\_\_\_

| MIS Code | Revenue Village/Settlement | Union Council | Tehsil | No. of Estimated Households | Estimated Population |
|----------|----------------------------|---------------|--------|-----------------------------|----------------------|
|          |                            |               |        |                             |                      |
|          |                            |               |        |                             |                      |
|          |                            |               |        |                             |                      |
|          |                            |               |        |                             |                      |
|          |                            |               |        |                             |                      |
|          |                            |               |        |                             |                      |
|          |                            |               |        |                             |                      |
|          |                            |               |        |                             |                      |
|          |                            |               |        |                             |                      |
|          |                            |               |        |                             |                      |

## Annex F-2b: District Enumeration Plan

### CLLG Programme, Government of Balochistan

(The information for this annex can be extracted from Annex F-2a)

District: \_\_\_\_\_ Tehsil: \_\_\_\_\_ SMT/Field Unit: \_\_\_\_\_

| MIS Code | Union Council | Revenue Village/Settlement | No. of Households | Population | No. of Households per Enumerator | No. of Enumerators required | No. of Days (Divide no. of households by no. of enumerators) | Start Date (DD/MM/YY) | End Date (DD/MM/YY) |
|----------|---------------|----------------------------|-------------------|------------|----------------------------------|-----------------------------|--------------------------------------------------------------|-----------------------|---------------------|
|          |               |                            |                   |            |                                  |                             |                                                              |                       |                     |
|          |               |                            |                   |            |                                  |                             |                                                              |                       |                     |
|          |               |                            |                   |            |                                  |                             |                                                              |                       |                     |
|          |               |                            |                   |            |                                  |                             |                                                              |                       |                     |
|          |               |                            |                   |            |                                  |                             |                                                              |                       |                     |
|          |               |                            |                   |            |                                  |                             |                                                              |                       |                     |

## Annex F-2c: Supervisor's UC Enumeration Plan

### CLLG Programme, Government of Balochistan

|           |                |                  |
|-----------|----------------|------------------|
| District: | Tehsil:        | SMT/Field Unit:  |
|           | Union Council: | Supervisor Name: |

| MIS Code | Revenue Village/Settlement | No. of Households | Population | No. of Households per Enumerator | No. of Enumerators required | No. of Days | Start Date (DD/MM/YY) | End Date (DD/MM/YY) | Name of Enumerators | Team (Team 1, Team 2, Team 3...) |
|----------|----------------------------|-------------------|------------|----------------------------------|-----------------------------|-------------|-----------------------|---------------------|---------------------|----------------------------------|
|          |                            |                   |            |                                  |                             |             |                       |                     |                     |                                  |
|          |                            |                   |            |                                  |                             |             |                       |                     |                     |                                  |
|          |                            |                   |            |                                  |                             |             |                       |                     |                     |                                  |
|          |                            |                   |            |                                  |                             |             |                       |                     |                     |                                  |
|          |                            |                   |            |                                  |                             |             |                       |                     |                     |                                  |
|          |                            |                   |            |                                  |                             |             |                       |                     |                     |                                  |
|          |                            |                   |            |                                  |                             |             |                       |                     |                     |                                  |

## Annex F-2d: Daily Progress Report (PSC Survey)

### CLLG Programme, Government of Balochistan

District: \_\_\_\_\_ Tehsil: \_\_\_\_\_ Union Council: \_\_\_\_\_ SMT/Field Unit: \_\_\_\_\_  
 Supervisor Name: \_\_\_\_\_ Enumerator Name: \_\_\_\_\_ Date: (DD/MM/YY): \_\_\_\_\_

| No. of Targeted Households | No. of Households completed | No. of Incomplete Households | No. of Declined Households | No. of Not-at-Home Households | Remarks |
|----------------------------|-----------------------------|------------------------------|----------------------------|-------------------------------|---------|
|                            |                             |                              |                            |                               |         |
|                            |                             |                              |                            |                               |         |
|                            |                             |                              |                            |                               |         |
|                            |                             |                              |                            |                               |         |
|                            |                             |                              |                            |                               |         |

**Annex F-2e: List of Households with Poverty Scores**  
**CLLG Programme, Government of Balochistan**

District: \_\_\_\_\_ Tehsil: \_\_\_\_\_ SMT/Field Unit: \_\_\_\_\_

UC: \_\_\_\_\_ Revenue Village (or settlement)/VO: \_\_\_\_\_

Village/VO: Settlement/Goth: \_\_\_\_\_

| Household Member Code | Name of Household Member | Relationship with the Household Head | CNIC | Age | Gender | Disability | Education | Occupation | PSC Score |
|-----------------------|--------------------------|--------------------------------------|------|-----|--------|------------|-----------|------------|-----------|
|                       |                          |                                      |      |     |        |            |           |            |           |
|                       |                          |                                      |      |     |        |            |           |            |           |
|                       |                          |                                      |      |     |        |            |           |            |           |
|                       |                          |                                      |      |     |        |            |           |            |           |
|                       |                          |                                      |      |     |        |            |           |            |           |

## Annex F-2f: Village Profile

| 1. Village identification information    |  |                                         |  |
|------------------------------------------|--|-----------------------------------------|--|
| Revenue Village/Settlement               |  | Union Council                           |  |
| District                                 |  | Tehsil                                  |  |
| Field Unit /SMT                          |  | Distance from District Headquarter (Km) |  |
| No. of Settlements (Ghoth/Deh)           |  | Distance from Metalled Road (Km)        |  |
| No. of Villages have seasonal migration: |  |                                         |  |

| 2. Biradary (To be filled in community discussion) |     |     |     |  |  |       |
|----------------------------------------------------|-----|-----|-----|--|--|-------|
| Indicators                                         | B1: | B2: | B3: |  |  | Total |
| Number of Household                                |     |     |     |  |  |       |
| % of household                                     |     |     |     |  |  |       |

| 3. Basic Demographic Information (To be filled with PSC data) |            |        |       |                              |      |       |       |        |
|---------------------------------------------------------------|------------|--------|-------|------------------------------|------|-------|-------|--------|
| Indicator                                                     | Population |        |       | Households in PSC Categories |      |       |       |        |
|                                                               | Male       | Female | Total | Total                        | 0-11 | 12-18 | 19-23 | 24-100 |
| Numbers                                                       |            |        |       |                              |      |       |       |        |
| %                                                             |            |        |       |                              |      |       |       |        |

| 4. Physical Infrastructure and services (To be filled in community discussion) |                   |                    |           |             |              |     |                |          |       |
|--------------------------------------------------------------------------------|-------------------|--------------------|-----------|-------------|--------------|-----|----------------|----------|-------|
| Status                                                                         | Numbers available |                    |           |             |              |     |                |          |       |
|                                                                                | Paved Streets     | Irrigation Channel | Link Road | Post Office | Mandi/Market | PCO | Bus/Wagon Stop | Drainage | Other |
| Availability (Yes/No)                                                          |                   |                    |           |             |              |     |                |          |       |
| If yes, (numbers where applicable)                                             |                   |                    |           |             |              |     |                |          |       |
| If no, distance to the nearest infrastructure in KMs                           |                   |                    |           |             |              |     |                |          |       |

| 5. Access to basic services (To be filled with PSC data) |              |    |                |                  |          |             |
|----------------------------------------------------------|--------------|----|----------------|------------------|----------|-------------|
| Indicators                                               | Mobile Phone | TV | Improved Water | Unimproved Water | Latrines | Electricity |
| Number of households have access                         |              |    |                |                  |          |             |
| % of household have access                               |              |    |                |                  |          |             |

## 6. Education

| Educational Facilities (To be filled in community discussion)              |                |                                        |                    |                           |                 |                 |      |       |                 |        |           |
|----------------------------------------------------------------------------|----------------|----------------------------------------|--------------------|---------------------------|-----------------|-----------------|------|-------|-----------------|--------|-----------|
| S.#                                                                        | Name of School | Level<br>(Primary/middle/high/college) | Type<br>(Pvt/Govt) | Status<br>(Active/Closed) | No. of Teachers |                 |      |       |                 |        |           |
|                                                                            |                |                                        |                    |                           | Male            | Female          |      |       |                 |        |           |
| 1                                                                          |                |                                        |                    |                           |                 |                 |      |       |                 |        |           |
| ...                                                                        |                |                                        |                    |                           |                 |                 |      |       |                 |        |           |
| N                                                                          |                |                                        |                    |                           |                 |                 |      |       |                 |        |           |
| Schooling of children and Adult Literacy Rate (To be filled with PSC data) |                |                                        |                    |                           |                 |                 |      |       |                 |        |           |
| Number of School age children (5-16 years)                                 |                |                                        | % School Going     |                           |                 | % Out of School |      |       | Literacy Rate % |        | Total (%) |
| Girls                                                                      | Boys           | Total                                  | Girls              | Boys                      | Total           | Girls           | Boys | Total | Male            | Female |           |
|                                                                            |                |                                        |                    |                           |                 |                 |      |       |                 |        |           |

## 7. Health

| (To be filled in community discussion) |              |                  |                                  |           |          |     |            | (To be filled with PSC data)                          |        |       |                                         |
|----------------------------------------|--------------|------------------|----------------------------------|-----------|----------|-----|------------|-------------------------------------------------------|--------|-------|-----------------------------------------|
| S.#                                    | Institutions | Govt/<br>private | Status (availability of): Yes/No |           |          |     |            | Number of children age (0-59 months) for immunisation |        |       | Women of Reproductive Age (15-49 years) |
|                                        |              |                  | Doctor                           | Dispenser | Medicine | LHW | Vaccinator | Male                                                  | Female | Total |                                         |
| 1                                      |              |                  |                                  |           |          |     |            |                                                       |        |       |                                         |
| ...                                    |              |                  |                                  |           |          |     |            |                                                       |        |       |                                         |
| N                                      |              |                  |                                  |           |          |     |            |                                                       |        |       |                                         |
|                                        |              |                  |                                  |           |          |     |            |                                                       |        |       |                                         |

## 8. Ownership of Agricultural land (To be filled with PSC data)

| Indicator                               | Landless | Up to 1.0 acre | >1.0-2.0 acre | >2.0-5.0 acre | >5.0-12.5 acre | >12.5-25.0 acre | >25 acre |
|-----------------------------------------|----------|----------------|---------------|---------------|----------------|-----------------|----------|
| % of household owning agricultural land |          |                |               |               |                |                 |          |
| Total agricultural land owned           |          |                |               |               |                |                 |          |

## 9. Ownership of Livestock (To be filled with PSC data)

| Indicators            | No livestock | Buffalo/<br>Bullock | Cow/Bull | Camel | Goat | Sheep | Donkey | Mule/<br>Horse | Total |
|-----------------------|--------------|---------------------|----------|-------|------|-------|--------|----------------|-------|
| No. of Livestock      |              |                     |          |       |      |       |        |                |       |
| % of household owning |              |                     |          |       |      |       |        |                |       |

## 10. Other Development Organisations/NGOs working in the area (To be filled in community discussion)

| S.# | Name of Organisation | Working Since (Year) | Types of Services |
|-----|----------------------|----------------------|-------------------|
|     |                      |                      |                   |
|     |                      |                      |                   |

## Annex F-2g: Union Council Profile

| 1. Union Council identification information |  |                                         |  |
|---------------------------------------------|--|-----------------------------------------|--|
| Union Council                               |  | Tehsil                                  |  |
| District                                    |  | Field Unit /SMT                         |  |
| No. of Revenue Villages                     |  | Distance from District Headquarter (Km) |  |
| No. of Settlements (killi)                  |  | Distance from Metalled Road (Km)        |  |
| No. of Villages have seasonal migration:    |  |                                         |  |

| 2. Tribe (To be filled in community discussion and data pulled from Village Profiles) |                                      |                      |     |     |  |  |       |
|---------------------------------------------------------------------------------------|--------------------------------------|----------------------|-----|-----|--|--|-------|
| MIS Code                                                                              | Name of Revenue Villages/Settlements | Number of Households |     |     |  |  |       |
|                                                                                       |                                      | B1:                  | B2: | B3: |  |  | Total |
| ...                                                                                   |                                      |                      |     |     |  |  |       |
|                                                                                       | Total                                |                      |     |     |  |  |       |

| 3. Basic Demographic Information (To be filled with PSC data) |            |        |       |                              |      |       |       |        |
|---------------------------------------------------------------|------------|--------|-------|------------------------------|------|-------|-------|--------|
| Indicator                                                     | Population |        |       | Households in PSC Categories |      |       |       |        |
|                                                               | Male       | Female | Total | Total                        | 0-11 | 12-18 | 19-23 | 24-100 |
| Total numbers in UC                                           |            |        |       |                              |      |       |       |        |
| Total % in UC                                                 |            |        |       |                              |      |       |       |        |
| Village 1                                                     |            |        |       |                              |      |       |       |        |
| .....                                                         |            |        |       |                              |      |       |       |        |
| Village n                                                     |            |        |       |                              |      |       |       |        |

| 4. Physical Infrastructure and services (To be filled in community discussion and data pulled from Village Profiles) |                   |                    |           |             |               |     |                |          |       |
|----------------------------------------------------------------------------------------------------------------------|-------------------|--------------------|-----------|-------------|---------------|-----|----------------|----------|-------|
| Status                                                                                                               | Numbers available |                    |           |             |               |     |                |          |       |
|                                                                                                                      | Paved Streets     | Irrigation Channel | Link Road | Post Office | Mandi/ Market | PCO | Bus/Wagon Stop | Drainage | Other |
| Total numbers in UC                                                                                                  |                   |                    |           |             |               |     |                |          |       |
| Village 1                                                                                                            |                   |                    |           |             |               |     |                |          |       |
| .....                                                                                                                |                   |                    |           |             |               |     |                |          |       |
| Village n                                                                                                            |                   |                    |           |             |               |     |                |          |       |

| 5. Access to basic services (To be filled with PSC data) |              |    |                        |                          |          |             |  |
|----------------------------------------------------------|--------------|----|------------------------|--------------------------|----------|-------------|--|
| % of household in the UC have access                     | Mobile Phone | TV | Improved Water Sources | Unimproved Water Sources | Latrines | Electricity |  |
| UC                                                       |              |    |                        |                          |          |             |  |
| Village 1                                                |              |    |                        |                          |          |             |  |
| .....                                                    |              |    |                        |                          |          |             |  |
| Village n                                                |              |    |                        |                          |          |             |  |



| 6. Education                                                                                        |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
|-----------------------------------------------------------------------------------------------------|--------------------------------------------|--------|-------|----------------|----------------------|----------------|-------------------|----------------|-----------------|-----------------|--------|-----------|
| Educational Facilities (To be filled in community discussion and data pulled from Village Profiles) |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| Education facilities                                                                                | Number of schools                          |        |       |                | Government (numbers) |                | Private (numbers) |                | No. of Teachers |                 |        |           |
|                                                                                                     | Primary                                    | Middle | High  | College        | Functional           | Non-functional | Functional        | Non-functional | Male            | Female          |        |           |
| UC Total                                                                                            |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| Village 1                                                                                           |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| ....                                                                                                |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| Village N                                                                                           |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| Schooling of children and Adult Literacy Rate ( To be filled with PSC data)                         |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| Schooling of children                                                                               | Number of School age children (5-16 years) |        |       | % School Going |                      |                | % Out of School   |                |                 | Literacy Rate % |        | Total (%) |
|                                                                                                     | Girls                                      | Boys   | Total | Girls          | Boys                 | Total          | Girls             | Boys           | Total           | Male            | Female |           |
| UC Total                                                                                            |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| Village 1                                                                                           |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| ....                                                                                                |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| Village N                                                                                           |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |

| 7. Health                                                                    |                             |         |               |           |          |     |            |                                                       |        |       |                                         |
|------------------------------------------------------------------------------|-----------------------------|---------|---------------|-----------|----------|-----|------------|-------------------------------------------------------|--------|-------|-----------------------------------------|
| (To be filled in community discussion and data pulled from Village Profiles) |                             |         |               |           |          |     |            | (To be filled with PSC data)                          |        |       |                                         |
| Health                                                                       | Number of health facilities |         | Total Numbers |           |          |     |            | Number of children age (0-59 months) for immunisation |        |       | Women of Reproductive Age (15-49 years) |
|                                                                              | Govt                        | Private | Doctor        | Dispenser | Medicine | LHW | Vaccinator | Male                                                  | Female | Total |                                         |
| UC Total                                                                     |                             |         |               |           |          |     |            |                                                       |        |       |                                         |
| Village 1                                                                    |                             |         |               |           |          |     |            |                                                       |        |       |                                         |
| ....                                                                         |                             |         |               |           |          |     |            |                                                       |        |       |                                         |
| Village N                                                                    |                             |         |               |           |          |     |            |                                                       |        |       |                                         |

| 8. Ownership of Agricultural land (To be filled with PSC data) |          |                |               |               |                |                 |          |
|----------------------------------------------------------------|----------|----------------|---------------|---------------|----------------|-----------------|----------|
| Indicator                                                      | Landless | Up to 1.0 acre | >1.0-2.0 acre | >2.0-5.0 acre | >5.0-12.5 acre | >12.5-25.0 acre | >25 acre |
| % of household owning agricultural land in the UC              |          |                |               |               |                |                 |          |
| Total agricultural land owned in the UC                        |          |                |               |               |                |                 |          |
| Village 1                                                      |          |                |               |               |                |                 |          |
| ....                                                           |          |                |               |               |                |                 |          |
| Village N                                                      |          |                |               |               |                |                 |          |

| 8. Ownership of Agricultural land (To be filled with PSC data) |          |                |               |               |                |                 |          |
|----------------------------------------------------------------|----------|----------------|---------------|---------------|----------------|-----------------|----------|
| Indicator                                                      | Landless | Up to 1.0 acre | >1.0-2.0 acre | >2.0-5.0 acre | >5.0-12.5 acre | >12.5-25.0 acre | >25 acre |
| % of household owning agricultural land in the UC              |          |                |               |               |                |                 |          |
| Total agricultural land owned in the UC                        |          |                |               |               |                |                 |          |
| Village 1                                                      |          |                |               |               |                |                 |          |
| ....                                                           |          |                |               |               |                |                 |          |
| Village N                                                      |          |                |               |               |                |                 |          |

| 9. Ownership of Livestock (To be filled with PSC data) |              |                 |          |       |      |       |        |            |       |
|--------------------------------------------------------|--------------|-----------------|----------|-------|------|-------|--------|------------|-------|
| Indicators                                             | No livestock | Buffalo/Bullock | Cow/Bull | Camel | Goat | Sheep | Donkey | Mule/Horse | Total |
| No. of Livestock in UC                                 |              |                 |          |       |      |       |        |            |       |
| % of household owning livestock in UC                  |              |                 |          |       |      |       |        |            |       |
| Village 1                                              |              |                 |          |       |      |       |        |            |       |
| .....                                                  |              |                 |          |       |      |       |        |            |       |
| Village N                                              |              |                 |          |       |      |       |        |            |       |

| 10. Other Development Organisations/NGOs working in the area (To be filled in community discussion and data pulled from Village Profiles) |                      |                      |                   |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------|-------------------|
| S.#                                                                                                                                       | Name of Organisation | Working Since (Year) | Types of Services |
|                                                                                                                                           |                      |                      |                   |
|                                                                                                                                           |                      |                      |                   |

## Annex F-2h: District Profile

| 1. Union Council identification information |                            |                                       |                                     |
|---------------------------------------------|----------------------------|---------------------------------------|-------------------------------------|
| District Name                               | No. of Tehsils             | N of RSP Field Units /SMTs            | No. of Union Councils               |
|                                             |                            |                                       |                                     |
| No. of Revenue Villages                     | No. of Settlements (Killi) | Distance from Provincial Capital (Km) | Distance to nearest major city (Km) |
|                                             |                            |                                       |                                     |
| No. of Villages have seasonal migration:    |                            |                                       |                                     |

| 2. Main Biradary (To be filled in community discussion and data pulled from Village Profiles) |                                |                      |     |     |  |  |       |
|-----------------------------------------------------------------------------------------------|--------------------------------|----------------------|-----|-----|--|--|-------|
| MIS Code                                                                                      | Name of Revenue Union Councils | Number of Households |     |     |  |  |       |
|                                                                                               |                                | B1:                  | B2: | B3: |  |  | Total |
| ...                                                                                           |                                |                      |     |     |  |  |       |
| ...                                                                                           |                                |                      |     |     |  |  |       |
|                                                                                               | Total                          |                      |     |     |  |  |       |

| 3. Basic Demographic Information (To be filled with PSC data) |            |        |       |                              |      |       |       |        |
|---------------------------------------------------------------|------------|--------|-------|------------------------------|------|-------|-------|--------|
| Indicator                                                     | Population |        |       | Households in PSC Categories |      |       |       |        |
|                                                               | Male       | Female | Total | Total                        | 0-11 | 12-18 | 19-23 | 24-100 |
| Total % in District                                           |            |        |       |                              |      |       |       |        |
| UC 1                                                          |            |        |       |                              |      |       |       |        |
| .....                                                         |            |        |       |                              |      |       |       |        |
| UC N                                                          |            |        |       |                              |      |       |       |        |

| 4. Physical Infrastructure and services (To be filled in community discussion and data pulled from Village Profiles) |                   |                    |           |             |               |     |                |          |       |
|----------------------------------------------------------------------------------------------------------------------|-------------------|--------------------|-----------|-------------|---------------|-----|----------------|----------|-------|
| Status                                                                                                               | Numbers available |                    |           |             |               |     |                |          |       |
|                                                                                                                      | Paved Streets     | Irrigation Channel | Link Road | Post Office | Mandi/ Market | PCO | Bus/Wagon Stop | Drainage | Other |
| Total % in District                                                                                                  |                   |                    |           |             |               |     |                |          |       |
| UC 1                                                                                                                 |                   |                    |           |             |               |     |                |          |       |
| .....                                                                                                                |                   |                    |           |             |               |     |                |          |       |
| UC N                                                                                                                 |                   |                    |           |             |               |     |                |          |       |

| 5. Access to basic services (To be filled with PSC data) |              |    |                |                  |          |             |  |
|----------------------------------------------------------|--------------|----|----------------|------------------|----------|-------------|--|
| % of household in the UC have access                     | Mobile Phone | TV | Improved Water | Unimproved Water | Latrines | Electricity |  |
| District                                                 |              |    |                |                  |          |             |  |
| UC 1                                                     |              |    |                |                  |          |             |  |
| .....                                                    |              |    |                |                  |          |             |  |
| UC n                                                     |              |    |                |                  |          |             |  |

| 6. Education                                                                                        |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
|-----------------------------------------------------------------------------------------------------|--------------------------------------------|--------|-------|----------------|----------------------|----------------|-------------------|----------------|-----------------|-----------------|--------|-----------|
| Educational Facilities (To be filled in community discussion and data pulled from Village Profiles) |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| Education facilities                                                                                | Number of schools                          |        |       |                | Government (numbers) |                | Private (numbers) |                | No. of Teachers |                 |        |           |
|                                                                                                     | Primary                                    | Middle | High  | College        | Functional           | Non-functional | Functional        | Non-functional | Male            | Female          |        |           |
| District Total                                                                                      |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| UC 1                                                                                                |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| ....                                                                                                |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| UC N                                                                                                |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| Schooling of children and Adult Literacy Rate ( To be filled with PSC data)                         |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| Schooling of children                                                                               | Number of School age children (5-16 years) |        |       | % School Going |                      |                | % Out of School   |                |                 | Literacy Rate % |        | Total (%) |
|                                                                                                     | Girls                                      | Boys   | Total | Girls          | Boys                 | Total          | Girls             | Boys           | Total           | Male            | Female |           |
| District Total                                                                                      |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| UC 1                                                                                                |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| ....                                                                                                |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |
| UC N                                                                                                |                                            |        |       |                |                      |                |                   |                |                 |                 |        |           |

| 7. Health                                                                    |                             |         |               |           |          |     |            |                                                       |        |       |                                         |
|------------------------------------------------------------------------------|-----------------------------|---------|---------------|-----------|----------|-----|------------|-------------------------------------------------------|--------|-------|-----------------------------------------|
| (To be filled in community discussion and data pulled from Village Profiles) |                             |         |               |           |          |     |            | (To be filled with PSC data)                          |        |       |                                         |
| Health                                                                       | Number of health facilities |         | Total Numbers |           |          |     |            | Number of children age (0-59 months) for immunisation |        |       | Women of Reproductive Age (15-49 years) |
|                                                                              | Govt.                       | Private | Doctor        | Dispenser | Medicine | LHW | Vaccinator | Male                                                  | Female | Total |                                         |
| District Total                                                               |                             |         |               |           |          |     |            |                                                       |        |       |                                         |
| UC1                                                                          |                             |         |               |           |          |     |            |                                                       |        |       |                                         |
| ....                                                                         |                             |         |               |           |          |     |            |                                                       |        |       |                                         |
| UC N                                                                         |                             |         |               |           |          |     |            |                                                       |        |       |                                         |

| 8. Ownership of Agricultural land (To be filled with PSC data) |          |                |               |               |                |                 |          |
|----------------------------------------------------------------|----------|----------------|---------------|---------------|----------------|-----------------|----------|
| Indicator                                                      | Landless | Up to 1.0 acre | >1.0-2.0 acre | >2.0-5.0 acre | >5.0-12.5 acre | >12.5-25.0 acre | >25 acre |
| % of household owning agricultural land in the District        |          |                |               |               |                |                 |          |
| Total agricultural land owned in the District                  |          |                |               |               |                |                 |          |
| UC 1                                                           |          |                |               |               |                |                 |          |
| ....                                                           |          |                |               |               |                |                 |          |
| UC N                                                           |          |                |               |               |                |                 |          |

| 9. Ownership of Livestock (To be filled with PSC data) |              |                 |          |       |      |       |        |            |       |
|--------------------------------------------------------|--------------|-----------------|----------|-------|------|-------|--------|------------|-------|
| Indicators                                             | No livestock | Buffalo/Bullock | Cow/Bull | Camel | Goat | Sheep | Donkey | Mule/Horse | Total |
| No. of Livestock in the District                       |              |                 |          |       |      |       |        |            |       |
| % of household owning livestock in: District           |              |                 |          |       |      |       |        |            |       |
| UC 1                                                   |              |                 |          |       |      |       |        |            |       |
| .....                                                  |              |                 |          |       |      |       |        |            |       |
| UC N                                                   |              |                 |          |       |      |       |        |            |       |

| 10. Other Development Organisations/NGOs working in the area (To be filled in community discussion and data pulled from Village Profiles) |                      |                      |                   |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------|-------------------|
| S.#                                                                                                                                       | Name of Organisation | Working Since (Year) | Types of Services |
|                                                                                                                                           |                      |                      |                   |
|                                                                                                                                           |                      |                      |                   |

## Annex F-3a: Formats for CO Register

### CLLG Programme, Government of Balochistan

#### i. CO Resolution Form for CO Formation

|                    |  |                                     |  |                         |  |
|--------------------|--|-------------------------------------|--|-------------------------|--|
| <b>Name of CO:</b> |  | <b>Village:</b>                     |  | <b>Union Council:</b>   |  |
| <b>Tehsil</b>      |  | <b>Total Households in Muhalla:</b> |  | <b>Date of Meeting:</b> |  |
| <b>District:</b>   |  | <b>Households Participated:</b>     |  | <b>Venue:</b>           |  |

#### Resolution

We the members of the settlement/village UC \_\_\_\_\_ held a meeting today to discuss and decide about our socio-economic development. The following representatives of (Name of RSP) attended the meeting:

| <b>S.#</b> | <b>Name</b> | <b>Designation</b> | <b>Signature</b> |
|------------|-------------|--------------------|------------------|
|            |             |                    |                  |
|            |             |                    |                  |

They briefed the community representatives about the basic principles of social mobilisation and offered a development partnership for poverty reduction and socio-economic development of the people of the area through cooperative measures. The following households of the settlement/village agreed with the terms of partnership offered by the RSP and unanimously resolved to form a Community Organisation (CO) with representation of one woman from each household. The following members were unanimously elected as the office holders of the CO to lead the members in their development initiatives and to manage the CO affairs smoothly:

| <b>MIS code</b> | <b>Title</b> | <b>Spouse or Father's Name</b> | <b>CNIC No</b> | <b>PSC Score</b> | <b>Education</b> | <b>Signature</b> |
|-----------------|--------------|--------------------------------|----------------|------------------|------------------|------------------|
|                 | President    |                                |                |                  |                  |                  |
|                 | Manager      |                                |                |                  |                  |                  |

The CO further resolved to hold its meetings on monthly basis and make savings by members in meetings. The date of the meeting will be \_\_\_\_ of each month and the time will be \_\_\_\_ and the venue of the meeting will be \_\_\_\_\_

Signature (thumb impression) of members:

| <b>MIS code</b> | <b>Name of member</b> | <b>Father/Spouse Name</b> | <b>CNIC No</b> | <b>PSC Score</b> | <b>Signature</b> |
|-----------------|-----------------------|---------------------------|----------------|------------------|------------------|
|                 |                       |                           |                |                  |                  |
|                 |                       |                           |                |                  |                  |
|                 |                       |                           |                |                  |                  |
|                 |                       |                           |                |                  |                  |

Signature of President \_\_\_\_\_ Signature of Manager \_\_\_\_\_

#### ii. Terms of Partnership between CLLG Programme and CO

The main objective of CLLG Programme is to reduce poverty and improve the quality of life of the rural poor women and men by harnessing their potential to help themselves. The CLLG Programme approach is based on organizing willing communities and supporting them in development activities which the women and men themselves identify and can undertake. The [Name of RSP] also acts as a facilitator between government, other

development organisations and organised communities in order to improve service delivery to the grassroots.

And whereas the CO \_\_\_\_\_ of village \_\_\_\_\_ UC \_\_\_\_\_ is a people's organisation having household level membership from its jurisdiction. The main objective of the CO is poverty alleviation and socio-economic development of its members, especially the poorest women and men through a combined strategy of organisation, skill development and capital generation through regular savings and by developing and implementing household and group level micro investment plans.

This agreement is signed between the two parties on this date of \_\_\_\_\_ to work towards their common objectives. The roles and responsibilities of the two parties shall be as follows:

#### A: Roles and responsibilities of the CO

1. Select its President and Manager through majority votes or consensus.
2. Hold regular meetings on monthly basis or as per the decided schedule on a set date, time, and place and ensure participation of majority of its members in meetings. All CO matters shall be decided in meetings through consensus or majority votes. Each member shall have the right to cast one vote.
3. Collect savings from all members.
4. Maintain proper record of minutes of its meetings, members' savings and other financial and non-financial matters.
5. Nominate its activists and members for training and use the skills of these trained persons in the interest of the organisation and the community.
6. Carry out development planning at household, group and Mohallah level in a participatory manner and support its members specially the poorest and destitute women and men to implement their plans and take responsibility for maintenance of the completed schemes.
7. Include non-members especially the poorest and women headed households into the CO.
8. In case of CIF/credit Programme, fully comply with the terms and partnership agreed with the RSP or the relevant credit providing agency.
9. Ensure equitable distribution of resources among the women and men members in a transparent manner.
10. Resolve all financial and non-financial matters of the organisation on merit through a transparent and democratic manner.
11. Resolve differences of opinion and internal conflicts through mutual understanding or arbitration.
12. Carry out resource mobilisation both from internal and external sources.
13. Fulfil its responsibilities and contribute its agreed share (in cash, labour and material) in Programmes and projects jointly implemented with an outside agency.
14. Submit timely progress report on joint projects to the donor and the RSP in the specified format.
15. Members upon becoming a member of the CO, fulfil their roles and responsibilities according to the agreed terms of partnership.
16. Attend awareness session on critical social issues such as health, education, WASH, basic civic rights, disaster risk reduction and environment etc. facilitated by the CRPs/SMT.
17. Encourage the non-members to attend community awareness sessions and/or disseminate key messages to them.
18. Take steps in fulfilling its roles and responsibilities assigned in the Terms of Partnership with the **CLLG Programme**.

#### B: Roles and responsibilities of the CLLG Programme

1. Provide technical support to the CO to improve its management capacity to run its operations smoothly and cost effectively.
2. Provide record keeping register and formats to the CO.
3. Monitor and give feedback to the CO on proper inclusion and participation of its women

- and men members in the CO matters.
4. Monitor and provide feedback to the CO on inclusion of the poorest families into COs and that their development needs are properly taken care of.
  5. Persuade the CO to maintain up to date records of its minutes of meetings, and financial records.
  6. Provide guidance to the CO on formation of VO at village level.
  7. Depending upon available resources, to provide support to all men and women COs in human resource development and income generation activities, etc.

We, the undersigned members of CO \_\_\_\_\_ Village \_\_\_\_\_ UC \_\_\_\_\_ hereby declare that we have read/listened to the terms of partnership and have understood them properly and that we fully agree with them:

| MIS Code | Name/ Parentage | Signature/ Thumb Impression | MIS Code | Name/ Parentage | Signature/ Thumb Impression |
|----------|-----------------|-----------------------------|----------|-----------------|-----------------------------|
|          |                 |                             |          |                 |                             |
|          |                 |                             |          |                 |                             |
|          |                 |                             |          |                 |                             |
|          |                 |                             |          |                 |                             |

Name of CO President: \_\_\_\_\_ Signature: \_\_\_\_\_

Name of CO Manager: \_\_\_\_\_ Signature: \_\_\_\_\_

### For and on behalf of the GOB CLLG Programme

Name: \_\_\_\_\_ Position \_\_\_\_\_ Signature \_\_\_\_\_

### iii. Key Messages on Critical Social Issues (To be updated in accordance with CAT)

The CO will disseminate the following key messages in the in the CO meetings:

1. Pregnant women should go for at least four ANC Visits;
2. Pregnant women should deliver their babies at health facilities or through skilled birth attendants;
3. Pregnant women / women of reproductive age should complete the course of TT Vaccination (5 injections) and keep their vaccination card at safe place at home;
4. Parent should ensure the routine vaccination of their 0-23-month age children and keep their vaccination card at safe place at home;
5. For better health of mother and children and family well-being, all married couples should ensure at least three years spacing between two births;
6. To avoid malnutrition in children, ensure mother feed for a period of six months and then start complementary feeding and also continue mother feed for two years;
7. Keep proper care of the food of women & adolescent girls so that they do not become mal-nutrient;
8. To be safe from HIV&AIDS always remain faithful to your life partner;
9. To be safe from diseases construct a latrine at home, use it and properly maintain it;
10. Practice hand washing at critical times to avoid diseases;



11. Always purify the water before use to remain safe from water borne diseases;
12. Parents should ensure the enrollment of all school age children (5-12 years) and also take interest in their studies;
13. Parents should ensure birth registration of their children;
14. Parents should ensure that every member above 18 years of age have the CNIC;
15. Every new marriage should be registered with Nikah Registrar;
16. Every death should be registered /reported in UC secretary office;
17. For better environment all member should plant as many plants as they can;
18. Always keep your important documents (CNIC, birth certificate, property documents, school certificates, EPI cards) and valuables (jewelry, cash etc.) at safe place so that they do not get lost in case of any disaster/ emergency; and
19. All members should ensure that no women at their homes/ in the community are harassed.

#### iv. Attendance and Saving Record

[illegible]

**v. Proceeding Records (Karwai)**

|                          |  |                                  |  |                       |  |
|--------------------------|--|----------------------------------|--|-----------------------|--|
| CO Name:                 |  | Village:                         |  | Union Council:        |  |
| Tehsil                   |  | District:                        |  | Date of Meeting:      |  |
| Venue:                   |  | Total CO members:                |  | Members participated: |  |
| Total Past Savings (Rs.) |  | Savings in current meeting (Rs.) |  | Total Savings (Rs.)   |  |

Agenda:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

| Agenda No. | Discussion and Decisions |
|------------|--------------------------|
| 1.         |                          |
| 2.         |                          |
| 3.         |                          |
| 4.         |                          |

Signature of CO President \_\_\_\_\_

Signature of CO Manager \_\_\_\_\_

vi. Micro Investment Plan (MIP)

|             |  |                      |  |                   |  |
|-------------|--|----------------------|--|-------------------|--|
| Name of CO: |  | No. of members       |  | CO Formation Date |  |
| Village/VO  |  | UC/LSO               |  | Field Unit        |  |
| District:   |  | Date of MIP Prepared |  |                   |  |

| MIS Code /S.# | Member Name | Spouse or Father Name | Age | Education | CNIC | PSC Score | No. of HH members | Current main source of income | Available Resources (Human and Material resources) | Proposed Income Generation Activity | Required Resources (Human and Material resources) | Support required from CLLG | Expected Income from new Income generating activity |
|---------------|-------------|-----------------------|-----|-----------|------|-----------|-------------------|-------------------------------|----------------------------------------------------|-------------------------------------|---------------------------------------------------|----------------------------|-----------------------------------------------------|
|               |             |                       |     |           |      |           |                   |                               |                                                    |                                     |                                                   |                            |                                                     |
|               |             |                       |     |           |      |           |                   |                               |                                                    |                                     |                                                   |                            |                                                     |
|               |             |                       |     |           |      |           |                   |                               |                                                    |                                     |                                                   |                            |                                                     |
|               |             |                       |     |           |      |           |                   |                               |                                                    |                                     |                                                   |                            |                                                     |
|               |             |                       |     |           |      |           |                   |                               |                                                    |                                     |                                                   |                            |                                                     |
|               |             |                       |     |           |      |           |                   |                               |                                                    |                                     |                                                   |                            |                                                     |

## vii. Member's Saving Passbook

### Cover Page

|                           |  |                           |  |
|---------------------------|--|---------------------------|--|
| <b>Name of the member</b> |  | <b>Parentage</b>          |  |
| <b>CNIC No.</b>           |  | <b>Date of membership</b> |  |
| <b>Muhalla</b>            |  | <b>Village</b>            |  |
| <b>Name of the CO</b>     |  | <b>Meeting Date</b>       |  |
| <b>Venue</b>              |  |                           |  |

### Inner Cover Page

|     |                                                                                             |
|-----|---------------------------------------------------------------------------------------------|
| S.# | Important Instructions to CO Member                                                         |
| 1.  | Attend the CO meetings regularly.                                                           |
| 2.  | Save according to her capacity.                                                             |
| 3.  | Confirm last savings balance from the CO Manager/Book Keeper on any new deposit             |
| 4.  | Can withdraw savings in case of emergencies and/or for purchasing productive asset any time |
| 5.  | Keep savings pass book at home and in safe custody and do not keep with any other person    |

### Inner Page(s) for Savings Record

| Date (DD/MM/YY) | Detail | Deposit (Rs.) | Withdrawal (Rs.) | Balance (Rs.) | CO Manager Signature |
|-----------------|--------|---------------|------------------|---------------|----------------------|
|                 |        |               |                  |               |                      |
|                 |        |               |                  |               |                      |
|                 |        |               |                  |               |                      |
|                 |        |               |                  |               |                      |
|                 |        |               |                  |               |                      |

## viii. CO resolution for joining a VO

|                        |  |                             |  |                                         |  |
|------------------------|--|-----------------------------|--|-----------------------------------------|--|
| <b>CO Name:</b>        |  | <b>Village:</b>             |  | <b>Union Council:</b>                   |  |
| <b>Tehsil</b>          |  | <b>District</b>             |  | <b>Total Past Savings (Rs.)</b>         |  |
| <b>Venue:</b>          |  | <b>Total CO members</b>     |  | <b>Savings in current meeting (Rs.)</b> |  |
| <b>Date of Meeting</b> |  | <b>Members participated</b> |  | <b>Total Savings (Rs.)</b>              |  |

### Resolution

The members of the CO in its meeting held on \_\_\_\_\_ Organisation \_\_\_\_\_ The following members were selected to represent the CO in the General Body of the VO.

| MIS code/<br>S.# | Name of selected<br>member | Father/Spouse Name | Position in the CO | PSC<br>Score | Signature |
|------------------|----------------------------|--------------------|--------------------|--------------|-----------|
|                  |                            |                    |                    |              |           |
|                  |                            |                    |                    |              |           |
|                  |                            |                    |                    |              |           |
|                  |                            |                    |                    |              |           |
|                  |                            |                    |                    |              |           |

Signature of members

| MIS<br>code/S.# | Name of selected<br>member | Father/Spouse Name | Position in the CO | PSC<br>Score | Signature |
|-----------------|----------------------------|--------------------|--------------------|--------------|-----------|
|                 |                            |                    |                    |              |           |
|                 |                            |                    |                    |              |           |
|                 |                            |                    |                    |              |           |
|                 |                            |                    |                    |              |           |
|                 |                            |                    |                    |              |           |

Signature of President:\_\_\_\_\_, Signature of Manager:\_\_\_\_\_

## Annex F-3b: Social Mobilisation Plan

### CLLG Programme, Government of Balochistan

District Name: \_\_\_\_\_ Tehsil Name: \_\_\_\_\_

SMT Name: \_\_\_\_\_ UC Name: \_\_\_\_\_

| i. Social Mobilisation Targets                               |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
|--------------------------------------------------------------|-------------------------|--------------------|------------------------|---------------------------|------------------------|------------------------|--------------------------|----|----|----|-----|-----|-----|
| MIS Code/S.#                                                 | Name of Revenue Village | No. of Settlements | Total Households (HHs) | Total HHs to be Organized | No of COs to be formed | No of VOs to be formed | No. of LSOs to be formed |    |    |    |     |     |     |
|                                                              |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
|                                                              |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
|                                                              |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
|                                                              | Total                   |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
| ii. Social Mobilisation Plan                                 |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
| Starting Date (DD/MM/YY)                                     |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
|                                                              | Total targets           | M1                 | M2                     | M3                        | M4                     | M5                     | M6                       | M7 | M8 | M9 | M10 | M11 | M12 |
| No. of UCs where SM to be initiated                          |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
| No. of UCs where SM completed                                |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
| No. of Revenue Villages/settlements where SM to be initiated |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
| No. of Revenue Villages/settlements where SM completed       |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
| Total no. of Households to be organised                      |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
| No. of COs to be formed                                      |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
| No. of VOs to be formed                                      |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |
| No. of LSOs to be formed                                     |                         |                    |                        |                           |                        |                        |                          |    |    |    |     |     |     |

## Annex F-3c: Programme Introduction

1. Assalamo Alaikum: My name is [Name of the person]. I work for the Government of Balochistan's (GOB's) CLLG Programme as [designation]. I am here to discuss a partnership opportunity that can help improve your socio-economic conditions.
2. The aim of GOB CLLG Programme is to guide and support poor people to improve their life through organising themselves into their own community organisation. GOB CLLG Programme works to assist poor and women in Balochistan.
3. The GOB believes that common people have the potential to help themselves; they can better manage their limited resources if they organise and are provided with technical and financial assistance. In other villages of Balochistan, where similar Programmes were implemented, we have seen thousands of families come out of poverty by organising themselves. Such Programmes are also being implemented in other provinces and districts of the country where more than 60 lacs households have their own organisations, i.e., Community Organisations, Village Organisations and Local Support Organisations.

Then ask the following questions. Pause and wait for their response after each question. Encourage everyone to participate. Note the major points mentioned.

4. "Do you agree with me that Allah (SWT) has created all of us, woman and man, with inherent potentials and has given us some resources to change our socio-economic conditions?"
5. "What are the potentials and resources you have that can be used better?" Can you name them? (Examples some land, animals, water, mental and physical capabilities to think and plan and to work etc.)
6. "Are you willing to change your conditions and work to improve your life and your family members' lives and livelihoods?"
7. "Do you have some local honest people who can lead your community? Can you mention their names?"
8. "What are the constraints that do not allow you to change your household conditions?"
9. Let me clarify that GOB CLLG Programme is not a charity organisation. The CLLG Programme guides and supports communities that are ready and willing to help themselves.
10. For this purpose, you will have to follow the following basic steps:
  - i. Organise yourselves into your own Community Organisations (Tanzeem) of 15 to 25 households;
  - ii. Members must then via consensus select their own leaders who are honest and competent;
  - iii. Start a saving Programme in which all member households save regularly at CO meetings according to their saving capacity;
  - iv. Increase your managerial, financial and social skills by participating in the training Programmes organised by Government of Balochistan under CLLG and other similar Programmes;
  - v. Develop Micro Investment Plan (MIP) for improving your incomes. By developing this plan, you will be able to start highlighting your own potential to undertake activities to increase your household's income.
11. Do you agree to work with us according to the aforementioned principles?
12. Thank you for your cooperation. Let me assure you that CLLG Programme staff will guide and help you in forming your COs and train the selected leaders in how to run the CO, provide record keeping books, attend regular CO meetings, check savings records, etc.
13. The Provincial Government under the CLLG Programme will also provide some resources and vocational skills for implementation of the MIPs of the most deserving families. (At this stage, the Social Mobiliser should brief the community members about the CLLG Programme and its various components like Vocational Training and Income Generating Grants/Community Investment Fund (IGG/CIF) which could be offered to the poorest families to implement their MIPs.)
14. If you have any questions, I am here to answer them. (Pause and answer)
15. Now let us decide the date, time and venue for CO formation meeting. (Mutually decide and note the date, time, and venue).

Now let me thank all of you for listening to me so patiently. Let us hope that the development partnership between the Government of Balochistan and your community will contribute to improving the lives and livelihoods of the local people.



## Annex F-4: Formats for VO Register

### I. VO Resolution Form for VO Formation

|                    |  |                                       |  |                         |  |
|--------------------|--|---------------------------------------|--|-------------------------|--|
| <b>Name of VO:</b> |  | <b>Village:</b>                       |  | <b>Union Council:</b>   |  |
| <b>Tehsil:</b>     |  | <b>Total COs:</b>                     |  | <b>Date of Meeting:</b> |  |
| <b>District:</b>   |  | <b>No. COs' members participated:</b> |  | <b>Venue:</b>           |  |

#### Resolution

We the members of COs of the village \_\_\_\_\_ held a meeting today to discuss and decide about our socio- economic development. The following representatives of CLLG SMT attended the meeting:

| S.# | Name | Designation | Signature |
|-----|------|-------------|-----------|
|     |      |             |           |
|     |      |             |           |

They briefed the community representatives about the basic principles of social mobilisation and offered a development partnership for poverty reduction and socio-economic development of the people of the area through cooperative measures. The members agreed with the terms of partnership offered by the CLLG and unanimously resolved to form a Village Organisation (VO). The VO has:

- (i) Representation of at least two members from each CO
- (ii) At least three-member COs are functional having regular meetings and started savings Programme and prepared MIPs for their members
- (iii) Member CO leaders have received CMST
- (iv) At least 40% of the households in the village are organised into these COs

The following members were unanimously elected/selected as the leader of the VO to lead the members in their development initiatives and to manage the VO affairs smoothly:

| MIS code | Title     | Spouse or Father's Name | CNIC | PSC Score | Education | Signature |
|----------|-----------|-------------------------|------|-----------|-----------|-----------|
|          | President |                         |      |           |           |           |
|          | Secretary |                         |      |           |           |           |
|          | Treasurer |                         |      |           |           |           |

The VO further resolved to hold its meetings on monthly basis. The date of the meeting will be \_\_\_\_\_ of each month and the time will be \_\_\_\_\_ and the venue of the meeting will be \_\_\_\_\_.

#### Signature (thumb impression) of members:

| MIS code | Name of member | Father/Spouse Name | CNIC No | PSC Score | Signature |
|----------|----------------|--------------------|---------|-----------|-----------|
|          |                |                    |         |           |           |
|          |                |                    |         |           |           |
|          |                |                    |         |           |           |
|          |                |                    |         |           |           |

Signature of President \_\_\_\_\_ Signature of General Secretary \_\_\_\_\_

## **ii. Terms of Partnership between CLLG Programme and VO**

The main objective of [Name of RSP] is to reduce poverty and improve the quality of life of the rural poor by harnessing their potential to help themselves. The CLLG Programme approach is based on organising willing communities and supporting them in development activities which the people themselves identify and can undertake. The CLLG Programme supports the Community Organisations (COs) to federate themselves at village level into Village Organisation (VO) and later at Union Council level in Local Support Organisation (LSO). The [Name of RSP] also acts as a facilitator between government, other development organisations and organised communities in order to improve service delivery to the grassroots.

And whereas the VO \_\_\_\_\_ is an organisation formed by COs of village \_\_\_\_\_ UC, Tehsil, District. The VO has been formed by its member COs to plan and implement development activities at village level in a coordinated manner. The objective of the VO is socio economic development of households in the village, with a special focus on the poorest members of the community in close coordination and cooperation with its member COs and the LSO.

This agreement is made between CLLG Programme and VO \_\_\_\_\_ on this date of \_\_\_\_\_ to work towards their common objectives in a coordinated manner. The roles and responsibilities of the two parties shall be as follows:

### **A: Roles and responsibilities of the VO**

1. Regular meeting of General Body as per the agreed schedule
2. Ensure inclusion of non-members especially the poorest ones into its member COs
3. Identification of its members for trainings by RSP and ensure its utilisation
4. Maintain proper records of meetings and financial matters
5. Conduct Village Development planning and budgeting in consultation with member COs
6. Monitoring/supervising CO Programmes and their records, attendance in their meetings and management of savings
7. Aid COs in implementation of their MIPs on need basis
8. Mobilise local and external resources and ensure their fair distribution across its member COs
9. Open a joint bank account to operate Programme and projects
10. Share its progress reports and minutes of meetings with member COs and the LSO
11. Submit timely progress report to the RSP on its operation highlighting issues and concerns regarding implementation of its annual plan
12. Transfer donations and other funds to the COs after deducting its share or management cost as per the agreed terms and conditions
13. Foster partnerships with other service providers in the government, civil society and private sectors.
14. Identify, select and monitor the work of Community Resource persons.
15. Closely liaison with public and private service providers and facilitate in organising vaccination camps, family planning, meetings with SMCs of schools for enrollment, civic registration, plantation campaign etc.

### **B: Roles and responsibilities of CLLG Programme**

1. Provide technical support to the VO to improve its management capacity to run its operations smoothly and cost effectively
2. Monitor and give feedback to the VO on proper inclusion and participation of female representatives in its General Body and Management Committees
3. Monitor and provide feedback to the VO on inclusion of the poorest families into its member COs and that their development needs are properly taken care
4. Support the VO to develop its Village Development Plan and budget on need basis
5. Monitor VO financial and non-financial records on need basis and give suggestions for their improvement
6. Provide technical support to the VO to mobilise local and external resources on need basis and ensure their fair distribution across its members

7. In case of CIF, IGG and CPI grants from CLLG Programme, monitor its proper operation and utilisation
8. Depending upon available resources, to provide support to the VO in human resource development and income generation activities, etc.

For and on behalf of VO \_\_\_\_\_

Name of President: \_\_\_\_\_ Signature \_\_\_\_\_ Date: \_\_\_\_\_

Name of General Secretary: \_\_\_\_\_ Signature \_\_\_\_\_ Date: \_\_\_\_\_

For and on behalf of CLLG Programme \_\_\_\_\_

Name: \_\_\_\_\_ Designation \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

### iii. Attendance Record

| MIS<br>Code<br>/S.# | Name of<br>Member | Name of<br>Spouse or<br>Father | CNIC No | Meeting<br>Date | Meeting<br>Date | Meeting<br>Date | Meeting<br>Date | Meeting<br>Date |
|---------------------|-------------------|--------------------------------|---------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                     |                   |                                |         | Attendance      | Attendance      | Attendance      | Attendance      | Attendance      |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |

**iv. Proceeding Records (Karwai)**

|                 |  |                          |  |                              |  |
|-----------------|--|--------------------------|--|------------------------------|--|
| <b>VO Name:</b> |  | <b>Village:</b>          |  | <b>Union Council:</b>        |  |
| <b>Tehsil:</b>  |  | <b>District:</b>         |  | <b>Date of Meeting:</b>      |  |
| <b>Venue:</b>   |  | <b>Total VO members:</b> |  | <b>Members participated:</b> |  |

Agenda:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

| Agenda No. | Discussion and Decisions |
|------------|--------------------------|
| 1.         |                          |
| 2.         |                          |
| 3.         |                          |
| 4.         |                          |

Signature of VO President \_\_\_\_\_ Signature of VO Manager \_\_\_\_\_

## v. Village Development Plan

### Basic Profile of The Village

|                                               |                                          |                                               |                                           |                                         |                                   |
|-----------------------------------------------|------------------------------------------|-----------------------------------------------|-------------------------------------------|-----------------------------------------|-----------------------------------|
| <b>VO Name:</b>                               | <b>Village Name:</b>                     | <b>Revenue Village Name:</b>                  | <b>Union Council Name:</b>                | <b>Tehsil:</b>                          | <b>District:</b>                  |
|                                               |                                          |                                               |                                           |                                         |                                   |
| <b>VO MIS Code:</b>                           | <b>GPS Coordinate:</b>                   | <b>VO Formation Date:</b>                     | <b>Total H.H in village:</b>              | <b>Organized HH in village:</b>         | <b>Total Population:</b>          |
|                                               |                                          |                                               |                                           |                                         |                                   |
| Village Population Break-up                   |                                          |                                               |                                           |                                         |                                   |
| <b>Total Men (&gt;17 years):</b>              | <b>Total Women (&gt;17 years):</b>       | <b>Total Transgender:</b>                     | <b>Total Children (age &lt; 5 years):</b> | <b>Children (age b/w 5 – 16 years):</b> | <b>Persons with Disabilities:</b> |
|                                               |                                          |                                               |                                           |                                         |                                   |
| <b>Total old persons (age &gt; 65 years):</b> | <b>Number of Elected Representative</b>  | <b>Number of COs in VO:</b>                   | <b>Total VO General Body Members:</b>     | <b>VO GB members:</b>                   | <b>VO GB minorities members:</b>  |
|                                               |                                          |                                               |                                           | Male                                    | Female                            |
|                                               |                                          |                                               |                                           |                                         |                                   |
| <b>Number of PSC 0-23 HHs in village:</b>     | <b>Number of PSC 0-23 HHs organised:</b> | <b>VO Registration No</b>                     | <b>Registration Act:</b>                  | <b>VO Bank Account No:</b>              | <b>VO Bank Name and Branch</b>    |
|                                               |                                          |                                               |                                           |                                         |                                   |
| <b>Name of LSO Name (if formed):</b>          |                                          | <b>No of VO Members present in the F.G. D</b> |                                           | <b>Date of preparation of VDP:</b>      |                                   |
|                                               |                                          |                                               |                                           |                                         |                                   |

VO President Name: \_\_\_\_\_

Telephone No: \_\_\_\_\_

VO General Secretary Name: \_\_\_\_\_

Telephone No: \_\_\_\_\_

UC Secretary Name: \_\_\_\_\_

Telephone No: \_\_\_\_\_

## Socio-Economic Analysis for Village Development Planning

Form VDP-1

### 1. Social Mobilisation

| 1.1 HH Organisation      |               |                  |                                |
|--------------------------|---------------|------------------|--------------------------------|
| Total HHs in the village | Organised HHs | Un-organised HHs | Needs/Opportunities/ Potential |
|                          |               |                  |                                |
|                          |               |                  |                                |

| 1.2 Saving status:  |           |               |                           |                            |                                |
|---------------------|-----------|---------------|---------------------------|----------------------------|--------------------------------|
| Number of COs in VO | MemberHHs | Total Savings | Average Savings per month | Average Savings per member | Needs/ Opportunities/Potential |
| Male COs:           |           |               |                           |                            |                                |
| Women COs:          |           |               |                           |                            |                                |
| Mixed COs           |           |               |                           |                            |                                |
| Total COs:          |           |               |                           |                            |                                |

| 1.3 Resource Mobilisation:<br>For examples CO membership fee, cash donations (Zakat, Baitul Maal, etc), in kind donation (Qurbani hides, rice, wheat etc.) from members, well off people, people outside village |                                                      |                                                            |                     |                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|------------------------------------------------------------|---------------------|--------------------------------|
| Number of COs                                                                                                                                                                                                    | Total Resources Mobilised in (PKR) in last 12 months | Total Resources to be Mobilised in (PKR) in next 12 months | Main Source Details | Needs/ Opportunities/Potential |
| Male COs:                                                                                                                                                                                                        |                                                      |                                                            |                     |                                |
| Women COs:                                                                                                                                                                                                       |                                                      |                                                            |                     |                                |
| Mixed COs                                                                                                                                                                                                        |                                                      |                                                            |                     |                                |
| Total COs:                                                                                                                                                                                                       |                                                      |                                                            |                     |                                |

| 1.4 Community Management Skills Training (CMST) |                               |                                |
|-------------------------------------------------|-------------------------------|--------------------------------|
|                                                 | No of members trained in CMST | Needs/ Opportunities/Potential |
| Male COs:                                       |                               |                                |
| Women COs:                                      |                               |                                |
| Mixed COs                                       |                               |                                |
| Total COs:                                      |                               |                                |

| 1.5 Support Required to improve Record Keeping |                             |                            |                                |
|------------------------------------------------|-----------------------------|----------------------------|--------------------------------|
|                                                | Are Record Books Available? | Are Records Fully Updated? | Needs/ Opportunities/Potential |
| Male CO:                                       |                             |                            |                                |
| Women COs:                                     |                             |                            |                                |
| Mixed COs                                      |                             |                            |                                |
| Total COs:                                     |                             |                            |                                |

## 2. Occupations of Household's Heads of Village

| S. No      | Occupation                                          | No of HHs | Women/Children's Role where applicable (Y/N) | Problems/ Issues | Needs/ Opportunities/Potential |
|------------|-----------------------------------------------------|-----------|----------------------------------------------|------------------|--------------------------------|
| <b>2.1</b> | <b>SELF-EMPLOYED (FARMING – AGRICULTURE):</b>       |           |                                              |                  |                                |
| .1         | Cultivation as tenant/share cropper                 |           |                                              |                  |                                |
| 2          | Own land cultivation                                |           |                                              |                  |                                |
| 1.3        | Seasonal Paid Employee (agriculture)                |           |                                              |                  |                                |
| <b>2.2</b> | <b>SELF-EMPLOYED (FARMING – LIVESTOCK):</b>         |           |                                              |                  |                                |
| 1          | Own livestock                                       |           |                                              |                  |                                |
| 2          | Livestock of others                                 |           |                                              |                  |                                |
| .3         | Own livestock and livestock of others               |           |                                              |                  |                                |
| <b>2.3</b> | <b>SELF-EMPLOYED (NON-AGRICULTURE):</b>             |           |                                              |                  |                                |
|            | Shop Keeper                                         |           |                                              |                  |                                |
| 2          | Trader                                              |           |                                              |                  |                                |
| .3         | Transporter (own Vehicle)                           |           |                                              |                  |                                |
| 34         | Daily Wages/Un-skilled Labour                       |           |                                              |                  |                                |
| <b>2.4</b> | <b>Un-Employment</b>                                |           |                                              |                  |                                |
| 1          | Un-Employee Youth                                   |           |                                              |                  |                                |
| 22         | Un-Employee Women                                   |           |                                              |                  |                                |
| 2          | Un-employee Disable                                 |           |                                              |                  |                                |
| 4.4        | No occupation (depending on charity)                |           |                                              |                  |                                |
| <b>2.5</b> | <b>Govt. Employees</b>                              |           |                                              |                  |                                |
| <b>2.6</b> | <b>Semi-government/ autonomous bodies Employees</b> |           |                                              |                  |                                |
| <b>2.7</b> | <b>Employee in Private Sector</b>                   |           |                                              |                  |                                |
| <b>2.8</b> | <b>Other (please specify)</b>                       |           |                                              |                  |                                |
|            | <b>TOTAL Households</b>                             |           |                                              |                  |                                |

### 3. Migration status of Village population

| 3. Migration details;                                        |                                   |                     |                                   |
|--------------------------------------------------------------|-----------------------------------|---------------------|-----------------------------------|
| 3.1 HH permanently migrated from the Village in last 5 years | Reason for Migration<br>No of HHs | Problems/<br>Issues | Needs/<br>Opportunities/Potential |
|                                                              |                                   |                     |                                   |
| 3.2 HHs migrated to the Village in last 5 years              |                                   |                     |                                   |
|                                                              |                                   |                     |                                   |

### 4. Civic/Women/Human Rights

| Rights                                         | Total No of people in Village |       |          | No of People who have |       |                      | Issues | Opportunities |
|------------------------------------------------|-------------------------------|-------|----------|-----------------------|-------|----------------------|--------|---------------|
|                                                | Men                           | Women | Children | Men                   | Women | Children             |        |               |
| 4.1 CNIC                                       |                               |       |          |                       |       |                      |        |               |
| 4.2 Voter Registration                         |                               |       |          |                       |       |                      |        |               |
| 4.3 Birth Registration                         |                               |       |          |                       |       |                      |        |               |
| 4.4 Married Couples (with Nikah Registration)  |                               |       |          |                       |       |                      |        |               |
|                                                |                               |       |          |                       |       |                      |        |               |
|                                                | Does this exist?              |       |          | Reasons/ Issues       |       | Needs/ Opportunities |        |               |
| 4.5 Inheritance to Women                       |                               |       |          |                       |       |                      |        |               |
| 4.6 Violence Against Women in any form         |                               |       |          |                       |       |                      |        |               |
| 4.7 Early Aged Marriages                       |                               |       |          |                       |       |                      |        |               |
| 4.8 Wata Sata Marriages                        |                               |       |          |                       |       |                      |        |               |
| 4.9 Dowry/ Bride Price                         |                               |       |          |                       |       |                      |        |               |
| 4.10 Child Labour                              |                               |       |          |                       |       |                      |        |               |
| 4.11 Conflicts/ Disputes                       |                               |       |          |                       |       |                      |        |               |
| 4.12 Women's Access to basic health facilities |                               |       |          |                       |       |                      |        |               |
| 4.13 Girls' Access to Schools                  |                               |       |          |                       |       |                      |        |               |
| 4.14 Any other in local issues                 |                               |       |          |                       |       |                      |        |               |



## 5. Social Sectors (Education, Health, Water, Sanitation etc.)

### 5.1 Health

**5.1 Are there any Health Facilities present in the Village: Yes ( ) No ( ) If no, then ask Serial No 5.1.5 onward**

| 5.1.1 Name of Health Facility                         | Location                                                                         | Availability of Equipment (Y/N)                        | Availability of Medicines (Y/N) | Availability of Staff (Y/N) | Needs/ Opportunities |
|-------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------|-----------------------------|----------------------|
| 1.                                                    |                                                                                  |                                                        |                                 |                             |                      |
| 2.                                                    |                                                                                  |                                                        |                                 |                             |                      |
| 2.                                                    |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.2 Vaccination                                     | No of Women/Children                                                             | No of Vaccinated Women/Children                        | Needs/ Opportunities            |                             |                      |
| Total Women/ Children                                 |                                                                                  |                                                        |                                 |                             |                      |
| a. Pregnant women vaccinated                          |                                                                                  |                                                        |                                 |                             |                      |
| b. Children vaccinated                                |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.3 Availability of TBAs/ LHWs                      | Yes ( ) No ( )                                                                   | Are the Trained                                        | Needs/ Opportunities            |                             |                      |
| a. TBAs                                               |                                                                                  |                                                        |                                 |                             |                      |
| b. LHWs                                               |                                                                                  |                                                        |                                 |                             |                      |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.4 Pregnant Women Receiving Ante-natal Care Visits | No of Pregnant Women                                                             | No of Pregnant Women Received 4 Ante-natal Care visits | Needs/ Opportunities            |                             |                      |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.5 Birth Spacing                                   | No of Married Women in Reproductive Age (14 to 49 Years)                         | No of MWRAs Practicing Birth Spacing                   | Needs/ Opportunities            |                             |                      |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.6 Malnutrition in Children                        | No of Children with lower weight/ height compared to normal children of same age | Reasons for low weight/ height                         | Needs/ Opportunities            |                             |                      |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.7 HIV/AIDS                                        | No of HIV/AIDS Effected Persons in Village                                       | No of HIV/AIDS Patients Receiving Treatment            | Needs/ Opportunities            |                             |                      |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.8 Women allowed to go to BHU/Hospitals            | Yes/No                                                                           | If no, then reasons                                    | Needs/ Opportunities            |                             |                      |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.9 Women deliver babies at BHU/Hospital            | Yes/No                                                                           | If no, reasons                                         | Needs/ Opportunities            |                             |                      |

## 5.2 Education

| 5.2 Is there any School in the Village? (Yes) (No)      |                                                  |                                              | If No, then ask questions 4.2.6 onward                     |                      |
|---------------------------------------------------------|--------------------------------------------------|----------------------------------------------|------------------------------------------------------------|----------------------|
| 5.2.1 School Name (Boys/Girls)                          | Does School Building Available (Y/N)             | Does School Building Required Repaired (Y/N) | Are Water and Latrine Facilities Available in School (Y/N) | Needs/ Opportunities |
| 1.                                                      |                                                  |                                              |                                                            |                      |
| 2.                                                      |                                                  |                                              |                                                            |                      |
| 3.                                                      |                                                  |                                              |                                                            |                      |
| 5.2.2 Reading Materials                                 | Yes/No                                           |                                              | Needs/ Opportunities                                       |                      |
| 1.                                                      |                                                  |                                              |                                                            |                      |
| 2.                                                      |                                                  |                                              |                                                            |                      |
| 3.                                                      |                                                  |                                              |                                                            |                      |
| 5.2.3 Furniture                                         |                                                  |                                              |                                                            |                      |
| 1.                                                      |                                                  |                                              |                                                            |                      |
| 2.                                                      |                                                  |                                              |                                                            |                      |
| 3.                                                      |                                                  |                                              |                                                            |                      |
| 5.2.4 Staff                                             | Yes/No                                           | Are they Trained (Y/N)                       | Needs/ Opportunities                                       |                      |
| 1.                                                      |                                                  |                                              |                                                            |                      |
| 2.                                                      |                                                  |                                              |                                                            |                      |
| 3.                                                      |                                                  |                                              |                                                            |                      |
| 4.                                                      |                                                  |                                              |                                                            |                      |
| 5.                                                      |                                                  |                                              |                                                            |                      |
| If required, please add additional sheet for more names |                                                  |                                              |                                                            |                      |
| 5.2.5 Regularity/ Punctuality in attendance             | Teachers (Yes/No)                                | Students (Yes/No)                            | Needs/ Opportunities                                       |                      |
| 1.                                                      |                                                  |                                              |                                                            |                      |
| 2.                                                      |                                                  |                                              |                                                            |                      |
| 3.                                                      |                                                  |                                              |                                                            |                      |
| 5.2.6 Enrollment                                        | No of School Age Children in village (5-9 years) | No of children Enrolled                      | Needs/ Opportunities                                       |                      |
| a. Boys                                                 |                                                  |                                              |                                                            |                      |
| b. Girls                                                |                                                  |                                              |                                                            |                      |
| c. Total enrollment                                     |                                                  |                                              |                                                            |                      |

### 5.3 WASH

|                                                                          |                        |                           |                      |
|--------------------------------------------------------------------------|------------------------|---------------------------|----------------------|
| 5.3.1 Are drinking water and sanitation facilities available in village? |                        | Yes ( ) No ( )            |                      |
| 5.3.2 If not, from where do they fetch drinking water?                   |                        |                           |                      |
| 5.3.3 If yes, Types of drinking water supply                             |                        |                           |                      |
| Drinking Water Supply Source:                                            | No of Beneficiary HHs  | Issues/ Problems          | Needs/ Opportunities |
| a. Pipe                                                                  |                        |                           |                      |
| b. Hand Pump                                                             |                        |                           |                      |
| c. Well                                                                  |                        |                           |                      |
| d. Open Channel                                                          |                        |                           |                      |
| e. Pond                                                                  |                        |                           |                      |
| f. Others                                                                |                        |                           |                      |
| 5.3.4 Who fetch drinking water                                           | Men                    | Women                     | Boys/Girls           |
|                                                                          |                        |                           |                      |
| 5.3.5 Latrine Facility                                                   | No of HHs with Latrine | No of HHs without Latrine | Needs/ Opportunities |
|                                                                          |                        |                           |                      |
| 5.3.6 Sanitation Facility                                                | Yes/No                 | Needs/ Opportunities      |                      |
|                                                                          |                        |                           |                      |
| 5.3.7 Street Pavement                                                    | Yes/No                 | Needs/ Opportunities      |                      |
|                                                                          |                        |                           |                      |
| 5.3.8 Households Awareness about Health & Hygiene                        |                        | Needs/ Opportunities      |                      |
| No of Household Attained Awareness sessions                              |                        |                           |                      |
| No of H.H without Awareness                                              |                        |                           |                      |
| Total HHs                                                                |                        |                           |                      |

### 6. Disaster Risk Reduction (DRR)

|                                                                                                 |                    |                                           |                      |
|-------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------|----------------------|
| <b>7. Do Natural/Man-made Disasters frequently occur?</b>                                       |                    |                                           |                      |
| <b>Yes ( ) and No ( ) and if yes, please note details of disaster occurred in past 5 years?</b> |                    |                                           |                      |
| 6.1 Type of Disaster (If any)                                                                   | Total Effected HHs | Had Any Reduction/ Rescue Measures Taken? | Needs/ Opportunities |
|                                                                                                 |                    |                                           |                      |
|                                                                                                 |                    |                                           |                      |
|                                                                                                 |                    |                                           |                      |

### 8. Environmental Safety

| 7. Environment                     | Do they Exist (Y/N) | Issues/ Challenges | Needs/ Opportunities |
|------------------------------------|---------------------|--------------------|----------------------|
| 7.1 Wild Animal/Endangered Species |                     |                    |                      |
| 7.2 Natural Forest                 |                     |                    |                      |
| 7.3 Grassing Area                  |                     |                    |                      |
| 7.4 Plantation                     |                     |                    |                      |
| 7.5 Medicinal Plants/bushes        |                     |                    |                      |
| 7.6 Seasonal Migratory Birds       |                     |                    |                      |

### 9. Physical Infrastructure in village

| S# | Type of Infrastructure | Beneficiary HHs | Needs/ Opportunities |
|----|------------------------|-----------------|----------------------|
| 1  |                        |                 |                      |
| 2  |                        |                 |                      |
| 3  |                        |                 |                      |
| 4  |                        |                 |                      |
| 5  |                        |                 |                      |
| 6  |                        |                 |                      |
| 7  |                        |                 |                      |
| 8  |                        |                 |                      |
| 9  |                        |                 |                      |
| 10 |                        |                 |                      |

**Five Year Plan (Year \_\_\_\_\_ to Year \_\_\_\_\_)**

Form VDP-2

| LSO Name:           | LSO MIS Code: | UC Name:  | Tehsil:    | District:           | Division                |
|---------------------|---------------|-----------|------------|---------------------|-------------------------|
|                     |               |           |            |                     |                         |
| Total UC Population | Men:          | Women:    | Total HHs: | Total Organised HHs | Total Men/Women/Mix COs |
|                     |               |           |            |                     |                         |
| Total VOs           | Men VOs       | Women VOs | Mixed VOs  |                     |                         |
|                     |               |           |            |                     |                         |

No of Participants from Member VO in the FDG: \_\_\_\_\_, Date: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_, GPS  
Coordinates: N\_\_ E\_\_

**Instructions:**

1. Focus group discussion will be conducted with 70% organised members in the Village in presence of the village elected representative along with participation of local school teachers, LHW & other opinion makers.
2. The members of VO general body will present the needs and opportunities identified by their respective CO through a resolution.
3. Then the meeting participants will discuss and priorities the needs and opportunities for further discussion, accordingly. The group participants will identify overall village level development needs and opportunities jointly in consultation with all village meeting participants.
4. Selection of development activities will be finalized through Pairwise Ranking Exercise (Annex -1)
5. The provided Village Development Plan "VDP" (Annex -2) standard template will be filled out with the help of the supporting documentation and discussion points.
6. Separate supporting sheets, where applicable will be prepared for the proposed activity and be attached with the VDP (Annex -3)
7. The VDP will be signed by the VO Office Holders, elected representative (if participated on request) and the SMT supportive staff (Annex - 4).
8. The Union Council Secretary may also facilitate and participate in the VDP process. He/She will also sign on the VDP is participated in the meeting.
9. The original copy of the completed VDP will remain with the VO while copies will be submitted to the respective LSO (in case of LSO is not formed then copy will be provided on formation of LSO) and RSP office. The VO can also share the final approved VDP copies to the government departments, I/NGOs, philanthropist, etc.
10. Additional sheets can be added in case the development activities do not fit in the given space of the format.

VO President Name: \_\_\_\_\_ Signature: \_\_\_\_\_

VO General Secretary Name: \_\_\_\_\_ Signature: \_\_\_\_\_

1. Facilitator Name: \_\_\_\_\_ Designation: \_\_\_\_\_ Signature: \_\_\_\_\_

2. Facilitator Name: \_\_\_\_\_ Designation: \_\_\_\_\_ Signature: \_\_\_\_\_

**Annex F-5: Pairwise Ranking/Prioritization Table**

|   |   |   |   |  |   |  |   |   |   |   |   |   |   |  |
|---|---|---|---|--|---|--|---|---|---|---|---|---|---|--|
|   |   |   |   |  |   |  |   |   |   |   |   |   |   |  |
|   |   |   |   |  |   |  |   |   |   |   |   |   | X |  |
|   |   |   |   |  |   |  |   |   |   |   |   | X |   |  |
|   |   |   |   |  |   |  |   |   |   |   | X |   |   |  |
|   |   |   |   |  |   |  |   |   |   | X |   |   |   |  |
|   |   |   |   |  |   |  |   |   | X |   |   |   |   |  |
|   |   |   |   |  |   |  |   | X |   |   |   |   |   |  |
|   |   |   |   |  |   |  | X |   |   |   |   |   |   |  |
|   |   |   |   |  | X |  |   |   |   |   |   |   |   |  |
|   |   |   | X |  |   |  |   |   |   |   |   |   |   |  |
|   |   | X |   |  |   |  |   |   |   |   |   |   |   |  |
|   | X |   |   |  |   |  |   |   |   |   |   |   |   |  |
| X |   |   |   |  |   |  |   |   |   |   |   |   |   |  |
|   |   |   |   |  |   |  |   |   |   |   |   |   |   |  |
|   |   |   |   |  |   |  |   |   |   |   |   |   |   |  |

**Vote: 1**  
**No Vote: 0**

Note: Write all identified activities, except repeated ones, in this table both vertically and horizontally. Ask the participants to vote for each activity in yes/no, and fill in the table accordingly. Calculate the votes and priorities of the activities according to No of votes they have received. If one or two activities receive equal votes, then get opinion from the participants on their prioritization.

## Annex F-6: Village Development Plan 5 Year Summery Sheet

Guiding Note: Please mention the name of department, organisation, elected MPAs and MNAs in possible solution column whereas the support is required. If the possible solution is managed by the community itself, please mention self-help in the column.

### A. Soft Component (Self-help/Linkages):

| S # | Activity | Beneficiaries<br>(HH/Number)<br>level |        |       | Action Plan          |       |                |          |    | Follow-up |
|-----|----------|---------------------------------------|--------|-------|----------------------|-------|----------------|----------|----|-----------|
|     |          | Male                                  | Female | Total | Possible<br>Solution | Means | Responsibility | Timeline |    |           |
|     |          |                                       |        |       |                      |       |                | From     | To |           |
| 1   |          |                                       |        |       |                      |       |                |          |    |           |
| 2   |          |                                       |        |       |                      |       |                |          |    |           |
| 3   |          |                                       |        |       |                      |       |                |          |    |           |
|     |          |                                       |        |       |                      |       |                |          |    |           |

### B. Hard Component:

| Priority # | Activity | Cost | Beneficiaries |        |          | Action Plan       |       |                |          |    | Follow-up |
|------------|----------|------|---------------|--------|----------|-------------------|-------|----------------|----------|----|-----------|
|            |          |      | Male          | Female | Total HH | Possible Solution | Means | Responsibility | Timeline |    |           |
|            |          |      |               |        |          |                   |       |                | From     | To |           |
| 1          |          |      |               |        |          |                   |       |                |          |    |           |
| 2          |          |      |               |        |          |                   |       |                |          |    |           |
| 3          |          |      |               |        |          |                   |       |                |          |    |           |
|            |          |      |               |        |          |                   |       |                |          |    |           |

**Annex F-7: VDP Supporting Document for Physical Infrastructure (For CPI Proposed Against CLLG Funds Only)**

| S.# | Name of Village | Name of Sub village/ hamlet | Problem (Specific please) | Sector | Proposed Intervention / Project | Estimated Cost (in PKR) | Household (HH) Beneficiaries | Duration of project (in Months) | Project Site distance from UC (in Km) | Project Site time from UC (in Hrs) |
|-----|-----------------|-----------------------------|---------------------------|--------|---------------------------------|-------------------------|------------------------------|---------------------------------|---------------------------------------|------------------------------------|
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |

## Annex F-8: Attendance Sheet of VDP Participants

[illegible]



## vi. VO Quarterly Progress Report

|                                      |                |                       |                |                                   |                      |               |                 |
|--------------------------------------|----------------|-----------------------|----------------|-----------------------------------|----------------------|---------------|-----------------|
| <b>Date of Reporting (DD/MM/YY):</b> |                |                       |                | <b>Reporting Quarter:</b>         |                      |               |                 |
| <b>1. Basic Information</b>          |                |                       |                |                                   |                      |               |                 |
| <b>MIS Code</b>                      | <b>VO Name</b> | <b>Formation Date</b> | <b>Village</b> | <b>Revenue Village/Settlement</b> | <b>Union Council</b> | <b>Tehsil</b> | <b>District</b> |
|                                      |                |                       |                |                                   |                      |               |                 |

|                                |                      |                                |                               |
|--------------------------------|----------------------|--------------------------------|-------------------------------|
| <b>2. VO Meetings</b>          |                      |                                |                               |
| <b>Total no. of COs in VOs</b> | <b>Total Members</b> | <b>Meeting Date (DD/MM/YY)</b> | <b>Attendance at Meetings</b> |
|                                |                      |                                |                               |

|                                    |                  |                    |                         |
|------------------------------------|------------------|--------------------|-------------------------|
| <b>3. Bank Account Information</b> |                  |                    |                         |
| <b>Account Opened (Yes/No)</b>     | <b>Bank Name</b> | <b>Branch Name</b> | <b>Bank Account No.</b> |
|                                    |                  |                    |                         |

|                                      |                             |                            |              |
|--------------------------------------|-----------------------------|----------------------------|--------------|
| <b>4. Resource Mobilisation</b>      |                             |                            |              |
| <b>Source (Internal or External)</b> | <b>Previous Month (Rs.)</b> | <b>Current Month (Rs.)</b> | <b>Total</b> |
|                                      |                             |                            |              |

|                                             |                      |                                                                                                                                                         |
|---------------------------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>5. Assistance in Social Mobilisation</b> |                      |                                                                                                                                                         |
| <b>List of COs visited by VO leader/CRP</b> | <b>Date of Visit</b> | <b>Output of the Visit (Monitoring, supervising CO programs and records, assistance in managing savings, assistance in implementation of MIPs etc.)</b> |
|                                             |                      |                                                                                                                                                         |
|                                             |                      |                                                                                                                                                         |
|                                             |                      |                                                                                                                                                         |
| Total Pervious months                       | Total Current Month  | Overall Total                                                                                                                                           |
|                                             |                      |                                                                                                                                                         |

| 6. Main Activities Undertaken by the VO                |                     |                         |                       |        |
|--------------------------------------------------------|---------------------|-------------------------|-----------------------|--------|
|                                                        | Unit                | Numbers Previous Months | Numbers Current Month | Total  |
| Liaison with Department of Health/LHWs                 | Meetings            |                         |                       |        |
| Liaison with Population Welfare Department             | Meetings            |                         |                       |        |
| Liaison with SMCs of schools                           | Meetings            |                         |                       |        |
| Monthly Monitoring/Progress Reports collected from COs | Reports             |                         |                       |        |
| Launch plantation campaigns for increased plantations  | Campaigns           |                         |                       |        |
| Self-help Initiatives:                                 | Type                | Number of beneficiaries |                       |        |
|                                                        |                     | Households              | Male                  | Female |
|                                                        |                     |                         |                       |        |
| Total Pervious months                                  | Total Current Month |                         | Overall Total         |        |
|                                                        |                     |                         |                       |        |

| 7. Key Documents Developed |        |                               |
|----------------------------|--------|-------------------------------|
|                            | Yes/No | Date developed/latest updated |
| Village Profile            |        |                               |
| Village Development Plan   |        |                               |
| VO records updated         |        |                               |

### vii. Cash Book

[illegible]

\*Write the page number of Ledger after posting of the transaction into its relevant account

**viii. Bank Book**

[illegible]

*\*Write the page number of Ledger after posting of the transaction into its relevant account*

## ix. General Ledger

|                        |  |               |  |                |  |
|------------------------|--|---------------|--|----------------|--|
| <b>Name of Account</b> |  | <b>A/C No</b> |  | <b>Page No</b> |  |
|------------------------|--|---------------|--|----------------|--|

[illegible]

*\*Write the page number of Cash Book or Bank Book after posting of the transaction*

**x. Bank Reconciliation Statement**

|                  |  |      |  |
|------------------|--|------|--|
| For the month of |  | Year |  |
|------------------|--|------|--|

| Description                                                                                                                                                                                   | Amount         | Amount  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------|
| Cash balance as per bank statement                                                                                                                                                            |                | 25,000  |
|                                                                                                                                                                                               |                |         |
| Add: Deposits recorded by the Organisation but not by bank (e.g., deposits in transit)                                                                                                        |                |         |
| Cheque No _____                                                                                                                                                                               | 3,000          |         |
| Cheque No _____                                                                                                                                                                               | <u>2,500</u>   | 5,500   |
|                                                                                                                                                                                               |                |         |
| Less: Cheques recorded by the Organisation but not by the bank (e.g., outstanding cheques)                                                                                                    |                |         |
| Cheque No _____                                                                                                                                                                               | (4,000)        |         |
| Cheque No _____                                                                                                                                                                               | <u>(2,000)</u> | (6,000) |
|                                                                                                                                                                                               |                |         |
| Adjusted cash balance per bank                                                                                                                                                                |                | 24,500  |
|                                                                                                                                                                                               |                |         |
|                                                                                                                                                                                               |                |         |
| Cash balance per book                                                                                                                                                                         |                | 24,400  |
|                                                                                                                                                                                               |                |         |
| Add: deposits recorded by bank but not by the organisation (e.g., interest)                                                                                                                   |                | 250     |
|                                                                                                                                                                                               |                |         |
| Less: Charges recorded by bank but not by the organisation (e. g. service charge, withholding tax)                                                                                            |                | (150)   |
|                                                                                                                                                                                               |                |         |
| Adjusted cash balance per books                                                                                                                                                               |                | 24,500  |
| Note: 1: The adjusted balances of bank and cash book must agree<br>2: Prepare adjusting entries of deposits and charges recorded by bank but not by the organisation to correct the cash book |                |         |

**xi. Trial Balance**

| For the period ended on |                                    |        |            |            |
|-------------------------|------------------------------------|--------|------------|------------|
| S. No                   | Head of Account                    | A/C No | Amount (1) | Amount (2) |
| 1                       | Income                             |        |            |            |
| 2                       | Membership Fee                     |        |            |            |
| 3                       | Service Charge on internal lending |        |            |            |
| 4                       | Service Charge on CIF              |        |            |            |
| 5                       | Donations from members             |        |            |            |
| 6                       | Donations from external sources    |        |            |            |
| 7                       | Bank Profit                        |        |            |            |
| 8                       | Expenses                           |        |            |            |
| 9                       | Travel                             |        |            |            |
| 10                      | Meeting expenses (Tea etc.)        |        |            |            |
| 11                      | Office Rent                        |        |            |            |
| 12                      | Telephone charges                  |        |            |            |
| 13                      | Electricity bills                  |        |            |            |
| 14                      | Stationery                         |        |            |            |
| 15                      | Honorarium of activists            |        |            |            |
| 16                      | Salary of staff                    |        |            |            |
| 17                      | Assets                             |        |            |            |
| 18                      | Cash in hand                       |        |            |            |
| 19                      | Bank balance                       |        |            |            |
| 20                      | Amount Receivable                  |        |            |            |
| 21                      | Furniture                          |        |            |            |
| 22                      | Equipment                          |        |            |            |
| 23                      | Computers and Printers             |        |            |            |
| 24                      | Equities                           |        |            |            |
| 25                      | Amount payable                     |        |            |            |
| 26                      | Excess of Income over Expenditure  |        |            |            |
|                         |                                    |        |            |            |
|                         |                                    |        |            |            |
|                         |                                    |        |            |            |

Note: Write the Income and Equities figures in column Amount (2) and Expenses and Assets figures in column Amount (1). The total of both columns must agree.

**xii. VO resolution for joining LSO.**

|                 |  |                          |  |                              |  |
|-----------------|--|--------------------------|--|------------------------------|--|
| <b>VO Name:</b> |  | <b>Village:</b>          |  | <b>Union Council:</b>        |  |
| <b>Tehsil:</b>  |  | <b>District:</b>         |  | <b>Date of Meeting:</b>      |  |
| <b>Venue:</b>   |  | <b>Total VO members:</b> |  | <b>Members participated:</b> |  |

**Resolution**

The members of the VO in its meeting held unanimously resolved to join the Local Support Organisation (LSO)\_\_\_\_. The following members were selected to represent the VO in the General Body of the LSO.

| <b>MIS code/S.#</b> | <b>Name of selected member</b> | <b>Father/Spouse Name</b> | <b>Position in the VO</b> | <b>PSC Score</b> | <b>Signature</b> |
|---------------------|--------------------------------|---------------------------|---------------------------|------------------|------------------|
|                     |                                |                           |                           |                  |                  |
|                     |                                |                           |                           |                  |                  |
|                     |                                |                           |                           |                  |                  |

Signature of members

| <b>MIS code/S.#</b> | <b>Name of selected member</b> | <b>Father/Spouse Name</b> | <b>Position in the VO</b> | <b>PSC Score</b> | <b>Signature</b> |
|---------------------|--------------------------------|---------------------------|---------------------------|------------------|------------------|
|                     |                                |                           |                           |                  |                  |
|                     |                                |                           |                           |                  |                  |
|                     |                                |                           |                           |                  |                  |
|                     |                                |                           |                           |                  |                  |
|                     |                                |                           |                           |                  |                  |

Signature of President \_\_\_\_\_ Signature of General Secretary \_\_\_\_\_



## Annex F-9a: List of Potential CRPs

|                 |  |                  |  |                       |  |
|-----------------|--|------------------|--|-----------------------|--|
| <b>VO Name:</b> |  | <b>Village:</b>  |  | <b>Union Council:</b> |  |
| <b>Tehsil:</b>  |  | <b>District:</b> |  |                       |  |

| S.# | Name of CRP | Gender | Education | Mobility<br>(Able to travel outside of their village if necessary) | Rapport in Community<br>(Please choose from Average, Good, Very Good and Bad) | From: (Please tick the relevant column) |                    |
|-----|-------------|--------|-----------|--------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------------|--------------------|
|     |             |        |           | Yes/No                                                             |                                                                               | Programme Area                          | Non-Programme Area |
| 1.  |             |        |           |                                                                    |                                                                               |                                         |                    |
| 2.  |             |        |           |                                                                    |                                                                               |                                         |                    |
| 3.  |             |        |           |                                                                    |                                                                               |                                         |                    |
| 4.  |             |        |           |                                                                    |                                                                               |                                         |                    |
| 5.  |             |        |           |                                                                    |                                                                               |                                         |                    |
| 6.  |             |        |           |                                                                    |                                                                               |                                         |                    |
| 7.  |             |        |           |                                                                    |                                                                               |                                         |                    |
| 8.  |             |        |           |                                                                    |                                                                               |                                         |                    |
| 9.  |             |        |           |                                                                    |                                                                               |                                         |                    |
| 10. |             |        |           |                                                                    |                                                                               |                                         |                    |

## Annex F-9b: Monthly Progress and Monitoring Report of CRP

|                 |  |                        |  |
|-----------------|--|------------------------|--|
| <b>District</b> |  | <b>Field Unit</b>      |  |
| <b>UC</b>       |  | <b>Date (DD/MM/YY)</b> |  |

| S.# | Activities                                      | Target |    |    |    |    |    | Achievement |    |    |    |    |    |
|-----|-------------------------------------------------|--------|----|----|----|----|----|-------------|----|----|----|----|----|
|     |                                                 | M1     | M2 | M3 | M4 | M5 | M6 | M1          | M2 | M3 | M4 | M5 | M6 |
| 1   | No. of villages CRP working in                  |        |    |    |    |    |    |             |    |    |    |    |    |
| 2   | No. of new COs formed                           |        |    |    |    |    |    |             |    |    |    |    |    |
| 3   | No. of poorest HHs included new COs             |        |    |    |    |    |    |             |    |    |    |    |    |
| 4   | No. of non-poor HHs included new COs            |        |    |    |    |    |    |             |    |    |    |    |    |
| 5   | No. of HHs included in existing COs             |        |    |    |    |    |    |             |    |    |    |    |    |
| 6   | No. of old COs reactivated                      |        |    |    |    |    |    |             |    |    |    |    |    |
| 7   | No. of CO meetings attended                     |        |    |    |    |    |    |             |    |    |    |    |    |
| 8   | No. of VO meetings attended                     |        |    |    |    |    |    |             |    |    |    |    |    |
| 9   | No. of SMT review meetings attended             |        |    |    |    |    |    |             |    |    |    |    |    |
| 10  | No. of CAT sessions conducted                   |        |    |    |    |    |    |             |    |    |    |    |    |
| 11  | No. of CMST sessions conducted                  |        |    |    |    |    |    |             |    |    |    |    |    |
| 12  | No. of MLST sessions conducted                  |        |    |    |    |    |    |             |    |    |    |    |    |
| 13  | No. of MIPs developed                           |        |    |    |    |    |    |             |    |    |    |    |    |
| 14  | No. of Village profiles developed with VOs      |        |    |    |    |    |    |             |    |    |    |    |    |
| 15  | No. of VDPs developed with VOs                  |        |    |    |    |    |    |             |    |    |    |    |    |
| 16  | No. of UC profiles developed with LSO           |        |    |    |    |    |    |             |    |    |    |    |    |
| 17  | No. of UC/MC DPS/LSO development plans with LSO |        |    |    |    |    |    |             |    |    |    |    |    |
| 18  | Any other task                                  |        |    |    |    |    |    |             |    |    |    |    |    |
| 19  | Monthly progress report submitted to SMT        |        |    |    |    |    |    |             |    |    |    |    |    |
| 20  | No. of CIs assisted in maintaining record.      |        |    |    |    |    |    |             |    |    |    |    |    |

Name of CRP \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

Comments by Supervisor (SMT)- The Supervisor should review and physical verify the work of CRP and write his/her comments below:

\_\_\_\_\_

Name of Supervisor \_\_\_\_\_ Signature \_\_\_\_\_ Date \_\_\_\_\_

## Annex F-9c: Terms of Reference (ToR) for CRP

Dear Mr/Ms. \_\_\_\_\_ S/W/D/o \_\_\_\_\_

Address: \_\_\_\_\_

I am pleased to offer you the chance to work as a Community Resource Person (CRP) in VO \_\_\_\_\_, UC \_\_\_\_\_. This is a temporary assignment. You will report to the SMT in-charge (Name of Social Mobiliser) \_\_\_\_\_ and perform the following duties:

1. Formation of new COs
  - Agree upon a formal plan for CO formation in a specific village(s) with your supervisor.
  - Form new COs in the village(s) and register them in CLLG MIS to bring at least 70% of all and 100% poorest households into organised fold.
  - Provide "Karwai register" (minutes book), savings register and savings passbook to the newly formed COs from SMT
2. Attend CO meetings, support the leaders in proper record keeping, assist CO members in preparing their Micro Investment Plan (MIP)
3. Reactivation of non-functioning COs
  - Agree upon a formal plan for CO re-activation in a specific village(s) with your supervisor.
  - Resolve their disputes and reactivate the COs.
4. Participate in training organised by CLLG SMT on Community Awareness Toolkit (CAT) and conduct CAT session in COs according to the CAT manual.
5. Reporting
  - Agree on a monthly work plan with your supervisor.
  - Submit monthly progress reports to the SMT In-charge against agreed targets on the format attached with the agreement.

Honorarium and other terms and conditions

1. The total period of the contract will be for \_\_\_\_ years, starting from \_\_\_\_\_
2. You will be paid an honorarium for your services according to the agreed monthly work plan which include:
  - a) Rs \_\_\_\_\_ for formation of a new CO and their registration with RSP and for training their President and Manager in basic record-keeping.
  - b) Rs \_\_\_\_\_ for reactivation of a dormant CO.
  - c) Rs \_\_\_\_\_ per CAT session according to the agreed monthly work plan.
3. You will be given the required training and guidance by your supervisor to perform your duties properly and effectively.
4. The RSP has full rights to discontinue the contract at any time in case of poor performance and violation of the agreed terms of partnership from your side.

Yours sincerely,

District Manager \_\_\_\_\_ RSP \_\_\_\_\_ Region \_\_\_\_\_

I agree to the terms and conditions detailed in this agreement.

Name \_\_\_\_\_ Signature: \_\_\_\_\_ Date \_\_\_\_\_

Documents attached:

1. Format for monthly progress and monitoring report

## Annex F-9d: Directory of CRPs

[illegible]

## Annex F-10a: List of Potential Activities for VDP/UC/MC DPS

| S.# | Sector                          | Potential Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Social Mobilisation             | <ol style="list-style-type: none"> <li>1. Formation of new COs</li> <li>2. Reactivation of dormant COs</li> <li>3. Improve CO/VO functions through motivation and monitoring</li> <li>4. Help VOs in Village Development Planning</li> </ol>                                                                                                                                                                                                                                                                                                                  |
| 2.  | Poverty Targeting               | <ol style="list-style-type: none"> <li>1. Carry out Poverty Score Card Survey of missing HHs</li> <li>2. Enrollment of deserving poor families with BISP, Zakat etc.</li> <li>3. Manage proper distribution of food items, Eidi, Qurbani meat and similar other items donated by outsiders amongst poorest families</li> </ol>                                                                                                                                                                                                                                |
| 3.  | Human Rights                    | <ol style="list-style-type: none"> <li>1. Help members in preparing CNIC</li> <li>2. Birth registration</li> <li>3. Voter registration</li> <li>4. Voter education</li> <li>5. Awareness raising seminars, workshop and walks on women and child rights</li> <li>6. Provision of free legal aid to poor and women</li> </ol>                                                                                                                                                                                                                                  |
| 4.  | Peace and Harmony               | <ol style="list-style-type: none"> <li>1. Community based security arrangement in collaboration with Police and Local Administration</li> <li>2. Consensus building amongst religious, political and civil society bodies against extremists</li> <li>3. Registration of IDPs</li> <li>4. Registration of tenants</li> <li>5. Conflict resolution on community development projects</li> <li>6. Reconciliation Committees to resolve in-fighting, disputes and crimes through arbitration</li> <li>7. Abolition of unnecessary customs and rituals</li> </ol> |
| 5.  | Disaster Risk Management        | <ol style="list-style-type: none"> <li>1. Rescue operations</li> <li>2. Need assessment of IDPs and other disaster affected families and individuals</li> <li>3. Disaster preparedness planning</li> </ol>                                                                                                                                                                                                                                                                                                                                                    |
| 6.  | Education                       | <ol style="list-style-type: none"> <li>1. Enrollment of girls and boys in schools</li> <li>2. Lobby for establishment of new schools from government funds</li> <li>3. Lobby for provision of missing facilities in Govt. schools</li> <li>4. Formation and proper management of School Management Committees</li> <li>5. Arrange scholarship for deserving children from government and other sources</li> <li>6. Facilitate debates, competitions and sport days at schools</li> </ol>                                                                      |
| 7.  | Health and Hygiene              | <ol style="list-style-type: none"> <li>1. Monitor Govt. Health Facilities and share</li> <li>2. Awareness raising seminars and workshops health and hygiene issues</li> <li>3. Vaccination campaigns</li> <li>4. Control over drug abuse</li> <li>5. Facilitate Medical Camps</li> <li>6. Health Micro Insurance</li> <li>7. Identification and treatment of special people i.e. handicapped through government facilities</li> </ol>                                                                                                                         |
| 8.  | Management of Natural Resources | <ol style="list-style-type: none"> <li>1. Protection of natural forest</li> <li>2. Plantation of trees</li> <li>3. Partnership with Govt. in local plantation Programmes</li> <li>4. Management of Veterinary Clinics</li> <li>5. Organise livestock medical camps</li> <li>6. Dissemination of quality seeds in collaboration with government and commercial seed companies</li> </ol>                                                                                                                                                                       |

|            |                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                         |
|------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>9.</b>  | Develop Linkages with Government for accessing resources and services to members | <ol style="list-style-type: none"> <li>1. Agriculture Department</li> <li>2. Livestock Department</li> <li>3. Forest Department</li> <li>4. Health Department</li> <li>5. Education Department</li> <li>6. LG &amp; RD</li> <li>7. Zakat Department</li> <li>8. PM, MNA, MPA, District Councilors</li> <li>9. District Council, TMA, UC</li> </ol>                                      |
| <b>10.</b> | Rural Infrastructure Development                                                 | <ol style="list-style-type: none"> <li>1. Participatory need assessment and planning with VO/COs</li> <li>2. Fund raising from internal and external sources</li> <li>3. Monitoring and reporting of on-going schemes</li> <li>4. Technical support to VO/COs in maintenance and management of completed projects</li> <li>5. Support in management of Govt. Infrastructures</li> </ol> |
| <b>11.</b> | Environment                                                                      | <ol style="list-style-type: none"> <li>1. Cleaning of residential streets</li> <li>2. Cleaning of drainage system</li> <li>3. Cleaning of local markets and other public places</li> <li>4. Protection of natural wild life</li> <li>5. Protection of natural forest</li> <li>6. Plantation campaigns to increase green belts</li> </ol>                                                |

Note: While listing the needs and activities, the Community Institution should refer to the fifth schedule of Balochistan Local Government Act and provision in the CLLG Policy so that needs that fall under BLGA2010 and CLLG Programme could be funded by Local Councils and CLLG Programme.

## Annex F-10b: VO Resource Mobilisation Plan

|     |     |
|-----|-----|
| VO: | UC: |
|-----|-----|

| Planning for Expenditures and Sources of Funds from (Year) _ to _ |                                                |                       |        |        |        |
|-------------------------------------------------------------------|------------------------------------------------|-----------------------|--------|--------|--------|
| S.#                                                               | Descriptions                                   | Total Targeted Amount | Year 1 | Year 2 | Year 3 |
|                                                                   | Potential Sources of Funds                     |                       |        |        |        |
| A                                                                 | Internal: In Cash                              |                       |        |        |        |
|                                                                   | Membership Fee                                 |                       |        |        |        |
|                                                                   | Service Charge income from internal lending    |                       |        |        |        |
|                                                                   | Service Charge from other operations (Specify) |                       |        |        |        |
|                                                                   | Donation from members                          |                       |        |        |        |
|                                                                   | Fitrana                                        |                       |        |        |        |
|                                                                   | Others (Specify)                               |                       |        |        |        |
|                                                                   | Total Cash Income from Internal Sources        |                       |        |        |        |
| B                                                                 | Internal: In Kind                              |                       |        |        |        |
|                                                                   | Local Material                                 |                       |        |        |        |
|                                                                   | Free Labour                                    |                       |        |        |        |
|                                                                   | Qurbani hide                                   |                       |        |        |        |
|                                                                   | Wheat at harvest                               |                       |        |        |        |
|                                                                   | Others (Specify)                               |                       |        |        |        |
|                                                                   | Total Internal Funds in Kind                   |                       |        |        |        |
| C                                                                 | External: In Cash                              |                       |        |        |        |
|                                                                   | RSP                                            |                       |        |        |        |
|                                                                   | Local Government/MNA/MPA Funds                 |                       |        |        |        |
|                                                                   | Donors/NGOs                                    |                       |        |        |        |
|                                                                   | Companies/Factories in the area                |                       |        |        |        |
|                                                                   | Other sources (Specify)                        |                       |        |        |        |
|                                                                   | Total External Donations in Cash               |                       |        |        |        |
| D                                                                 | External: In Kind                              |                       |        |        |        |
|                                                                   | RSP                                            |                       |        |        |        |
|                                                                   | Local Government                               |                       |        |        |        |
|                                                                   | Donors/NGOs                                    |                       |        |        |        |
|                                                                   | Companies/Private                              |                       |        |        |        |
|                                                                   | Other sources (Specify)                        |                       |        |        |        |
|                                                                   | Total External Donations in Kind               |                       |        |        |        |
|                                                                   | Total Resources                                |                       |        |        |        |

## **Annex F-10c: ToRs for VO/LSO Special Committees**

Note: Below are the generic ToRs of some of the commonly formed Special Committees by VOs and LSOs. The ToRs should be modified according to the specific needs of the VOs/LSOs to reflect their specific requirements.

### **Name of the Committee**

#### **i. General**

This section should contain the objective and function of the committee.

#### **ii. Structure**

This should contain the structure including its members, chairperson, selection process and terms of committee.

#### **iii. Frequency of meetings**

This should contain the frequency of the committees meeting

#### **iv. Reporting Channel**

This should contain that who the committee will report and at what frequency

#### **v. Roles and Responsibilities**

This should describe the specific roles and responsibilities of the committee.

Example of an education committee is given below:

### **Education Committee**

#### **i. General**

The main purpose of this committee shall be to provide technical support to the Executive Committee of the LSO on its education Programmes and projects. The committee shall be created by and be accountable to the Executive Committee. The Committee shall have an advisory role. The recommendations and suggestions presented by the committee shall be discussed and decided upon by the Executive Committee.

#### **ii. Structure**

The committee shall consist of 3 to 5 members. Two third members of the committee shall be the Executive committee and one third members shall be from the General Body of the LSO. One member shall chair the committee. The Chairperson shall be elected by consensus. The Executive Committee has the right to change the members on need basis or on retirement of the existing members.

#### **iii. Frequency of meetings**

The committee shall meet as often as it considers necessary. Nevertheless, the Committee shall meet at least four times, preferably quarterly, each year.

#### **iv. Reporting Channel**

The committee shall be accountable to the Executive Committee of the LSO.

#### **v. Roles and Responsibilities**

Identify current needs, anticipate emerging issues and propose education Programmes for the maximum benefits of the member communities to the LSO Ex. Committee.

Review LSO education Programmes and projects and recommend actions for further improvement for the approval of the Ex. Committee.



## Annex F-10d: VO/LSO Annual Progress Report

|                  |  |                 |  |                  |  |            |  |
|------------------|--|-----------------|--|------------------|--|------------|--|
| <b>District:</b> |  | <b>Tehsil:</b>  |  | <b>(if) LSO:</b> |  | <b>UC:</b> |  |
| <b>(if) VO:</b>  |  | <b>Village:</b> |  |                  |  |            |  |

| S.# | Activities | Total Budget (PKR) | Budget Share |     |                  | Total Expenditure | Expenditure Share |     |                  | Physical Targets (#) |                        | Targets Achieved  |                        | Progress Status:<br>Completed=1,<br>In process=2,<br>Not initiated=3,<br>Dropped =4 | Remarks |
|-----|------------|--------------------|--------------|-----|------------------|-------------------|-------------------|-----|------------------|----------------------|------------------------|-------------------|------------------------|-------------------------------------------------------------------------------------|---------|
|     |            |                    | Self-Help    | RSP | External Support |                   | Self-Help         | RSP | External Support | No. of Activities    | No. of Beneficiary HHs | No. of Activities | No. of Beneficiary HHs |                                                                                     |         |
|     |            |                    |              |     |                  |                   |                   |     |                  |                      |                        |                   |                        |                                                                                     |         |
|     |            |                    |              |     |                  |                   |                   |     |                  |                      |                        |                   |                        |                                                                                     |         |
|     |            |                    |              |     |                  |                   |                   |     |                  |                      |                        |                   |                        |                                                                                     |         |
|     |            |                    |              |     |                  |                   |                   |     |                  |                      |                        |                   |                        |                                                                                     |         |
|     |            |                    |              |     |                  |                   |                   |     |                  |                      |                        |                   |                        |                                                                                     |         |
|     |            |                    |              |     |                  |                   |                   |     |                  |                      |                        |                   |                        |                                                                                     |         |
|     |            |                    |              |     |                  |                   |                   |     |                  |                      |                        |                   |                        |                                                                                     |         |
|     |            |                    |              |     |                  |                   |                   |     |                  |                      |                        |                   |                        |                                                                                     |         |
|     |            |                    |              |     |                  |                   |                   |     |                  |                      |                        |                   |                        |                                                                                     |         |

Key Achievements

- 1.
- 2.
- 3.

## Annex F-10 (e) District Prioritization Criteria

for GOB Community Led Local Governance (CLLG) Policy Interventions

| Human Development Index and its Components |                |                                               |                              |                                           |                                            |                                        |                            | Multidimensional Poverty Index and its Components |                                                        |      |                                                    |      |      |                                                                          |
|--------------------------------------------|----------------|-----------------------------------------------|------------------------------|-------------------------------------------|--------------------------------------------|----------------------------------------|----------------------------|---------------------------------------------------|--------------------------------------------------------|------|----------------------------------------------------|------|------|--------------------------------------------------------------------------|
| HDI rank                                   |                | Human Develop<br>ment Index (HDI) Value 2015* | Sub indicators / Components  |                                           |                                            |                                        |                            | Multi dimensional Poverty Index (MPI) Value       | Sub indicators / Components                            |      |                                                    |      |      | Deserving District Index [Formula= (1-HDI) + MDPI] (in descending order) |
|                                            |                |                                               | Immunisation rate (%) 2015 a | Satisfaction with health facility (%) (%) | Expected years of schooling (years) 2015 a | Mean years of schooling (years) 2015 a | Living Standard (%) 2015 a |                                                   | Population in multidimensional poverty (%) Incidence - |      | Contribution of deprivation to overall poverty (%) |      |      |                                                                          |
|                                            |                |                                               |                              |                                           |                                            |                                        |                            |                                                   |                                                        |      |                                                    |      |      |                                                                          |
| 112                                        | Harnai         | 0.184                                         | 34.0                         | 58.2                                      | 5.2                                        | 1.4                                    | 5.5                        | 0.633                                             | 94.2                                                   | 67.2 | 38.2                                               | 28.9 | 32.9 | 1.449                                                                    |
| 106                                        | Killa Abdullah | 0.238                                         | 29.6                         | 74.6                                      | 4.8                                        | 1.1                                    | 12.0                       | 0.641                                             | 96.9                                                   | 66.2 | 41.7                                               | 31.1 | 27.3 | 1.403                                                                    |
| 107                                        | Barkhan        | 0.237                                         | 67.6                         | 5.7                                       | 6.8                                        | 1.2                                    | 12.7                       | 0.627                                             | 93.6                                                   | 67.0 | 39.9                                               | 30.4 | 29.7 | 1.390                                                                    |
| 113                                        | Jhal Magsi     | 0.183                                         | 43.9                         | 32.9                                      | 5.5                                        | 1.7                                    | 6.0                        | 0.528                                             | 89.7                                                   | 58.9 | 44.1                                               | 20.1 | 35.8 | 1.345                                                                    |
| 110                                        | Chaghi         | 0.210                                         | 29.5                         | 65.3                                      | 4.3                                        | 1.6                                    | 8.6                        | 0.546                                             | 89.2                                                   | 61.2 | 40.6                                               | 16.2 | 43.3 | 1.336                                                                    |
| 111                                        | Washuk         | 0.188                                         | 48.8                         | 71.9                                      | 4.8                                        | 1.4                                    | 4.8                        | 0.466                                             | 81.9                                                   | 56.9 | 41.6                                               | 18.7 | 39.7 | 1.278                                                                    |
| 99                                         | Ziarat         | 0.301                                         | 33.2                         | 67.3                                      | 7.4                                        | 2.0                                    | 15.6                       | 0.575                                             | 90.3                                                   | 63.7 | 35.8                                               | 33.5 | 30.7 | 1.274                                                                    |
| 114                                        | Awaran         | 0.173                                         | 85.2                         | 83.3                                      | 5.9                                        | 2.5                                    | 1.9                        | 0.415                                             | 77.2                                                   | 53.8 | 38.4                                               | 18.1 | 43.5 | 1.242                                                                    |
| 104                                        | Kohlu          | 0.267                                         | 30.8                         | 93.8                                      | 6.5                                        | 2.0                                    | 9.6                        | 0.503                                             | 86.8                                                   | 58.0 | 42.0                                               | 19.3 | 38.7 | 1.236                                                                    |
| 101                                        | Sherani        | 0.295                                         | 55.3                         | 88.6                                      | 4.9                                        | 2.1                                    | 13.3                       | 0.526                                             | 90.6                                                   | 58.1 | 38.8                                               | 21.4 | 39.8 | 1.231                                                                    |
| 103                                        | Dera Bugti     | 0.271                                         | 31.6                         | 59.0                                      | 4.3                                        | 2.1                                    | 17.7                       | 0.499                                             | 88.4                                                   | 56.4 | 48.4                                               | 11.5 | 40.2 | 1.228                                                                    |
| 100                                        | Zhob           | 0.295                                         | 65.9                         | 5.5                                       | 8.5                                        | 2.0                                    | 18.8                       | 0.514                                             | 82.8                                                   | 62.1 | 43.0                                               | 30.1 | 26.9 | 1.219                                                                    |
| 102                                        | Kharan         | 0.290                                         | 61.3                         | 24.7                                      | 7.2                                        | 2.1                                    | 16.6                       | 0.454                                             | 78.4                                                   | 57.9 | 40.6                                               | 27.8 | 31.6 | 1.164                                                                    |
| 98                                         | Naseerabad     | 0.311                                         | 29.8                         | 78.2                                      | 5.1                                        | 1.7                                    | 21.9                       | 0.413                                             | 77.0                                                   | 53.6 | 48.0                                               | 15.6 | 36.4 | 1.102                                                                    |
| 95                                         | Bolan/Kachhi   | 0.345                                         | 59.0                         | 62.8                                      | 6.4                                        | 2.6                                    | 19.5                       | 0.414                                             | 73.1                                                   | 56.7 | 40.9                                               | 20.3 | 38.8 | 1.069                                                                    |
| 94                                         | Jaffarabad     | 0.345                                         | 44.1                         | 51.1                                      | 5.7                                        | 2.0                                    | 29.7                       | 0.404                                             | 75.0                                                   | 53.8 | 45.1                                               | 21.3 | 33.6 | 1.059                                                                    |
| 93                                         | Musakhail      | 0.368                                         | 38.3                         | 97.9                                      | 9.1                                        | 2.6                                    | 16.8                       | 0.351                                             | 66.9                                                   | 52.4 | 43.8                                               | 17.0 | 39.2 | 0.983                                                                    |

|    |                 |              |      |       |      |     |      |              |      |      |      |      |      |              |
|----|-----------------|--------------|------|-------|------|-----|------|--------------|------|------|------|------|------|--------------|
| 85 | Lasbela         | <b>0.416</b> | 49.1 | 65.4  | 7.1  | 2.6 | 34.1 | <b>0.395</b> | 68.1 | 58.0 | 38.8 | 22.1 | 39.0 | <b>0.979</b> |
| 73 | Pishin          | <b>0.482</b> | 49.5 | 67.8  | 7.6  | 2.7 | 48.9 | <b>0.453</b> | 82.2 | 55.1 | 40.6 | 35.0 | 24.3 | <b>0.971</b> |
| 84 | Killa Saifullah | <b>0.422</b> | 50.0 | 100.0 | 6.6  | 2.5 | 29.0 | <b>0.386</b> | 79.3 | 48.7 | 47.8 | 28.1 | 24.1 | <b>0.964</b> |
| 89 | Loralai         | <b>0.381</b> | 44.5 | 99.9  | 8.7  | 2.9 | 17.6 | <b>0.320</b> | 68.5 | 46.7 | 45.1 | 11.6 | 43.3 | <b>0.939</b> |
| 80 | Sibi            | <b>0.441</b> | 60.9 | 38.3  | 6.6  | 3.5 | 43.7 | <b>0.324</b> | 57.5 | 56.3 | 45.4 | 16.6 | 38.0 | <b>0.883</b> |
| 79 | Noshki          | <b>0.441</b> | 52.7 | 63.5  | 8.2  | 2.3 | 37.9 | <b>0.316</b> | 64.0 | 49.4 | 47.9 | 23.6 | 28.5 | <b>0.875</b> |
| 86 | Khuzdar         | <b>0.412</b> | 60.5 | 90.3  | 8.3  | 2.6 | 22.7 | <b>0.285</b> | 57.5 | 49.6 | 42.5 | 14.5 | 43.0 | <b>0.873</b> |
| 88 | Kalat           | <b>0.405</b> | 83.5 | 89.0  | 9.1  | 3.1 | 16.9 | <b>0.275</b> | 57.1 | 48.1 | 36.5 | 24.5 | 38.9 | <b>0.870</b> |
| 78 | Gawadar         | <b>0.443</b> | 51.4 | 74.0  | 10.6 | 2.7 | 28.2 | <b>0.293</b> | 60.8 | 48.2 | 43.7 | 25.2 | 31.1 | <b>0.850</b> |
| 75 | Mastung         | <b>0.459</b> | 75.3 | 85.0  | 9.1  | 4.0 | 23.9 | <b>0.302</b> | 62.0 |      | 35.2 | 23.8 | 41.1 | <b>0.843</b> |
| 38 | Quetta          | <b>0.664</b> | 64.6 | 53.8  | 10.2 | 4.2 | 89.7 | <b>0.213</b> | 46.3 | 46.0 | 47.6 | 33.3 | 19.1 | <b>0.549</b> |
| .. | Kech/Turbat *   | ..           | ..   | ..    | ..   | ..  | ..   | ..           | ..   | ..   | ..   | ..   | ..   |              |
| .. | Panjgur *       | ..           | ..   | ..    | ..   | ..  | ..   | ..           | ..   | ..   | ..   | ..   | ..   |              |

Pakistan National Human Development Report, 2017

## Annex F-11: Format for LSO Register

### i. LSO Resolution Form for LSO Formation

|                                       |  |                       |  |                         |  |
|---------------------------------------|--|-----------------------|--|-------------------------|--|
| <b>LSO Name:</b>                      |  | <b>Union Council:</b> |  | <b>Tehsil:</b>          |  |
| <b>District:</b>                      |  | <b>Total VOs:</b>     |  | <b>Date of Meeting:</b> |  |
| <b>No. VOs' members participated:</b> |  | <b>Venue:</b>         |  |                         |  |

### Resolution

We the members of VO\_\_\_\_\_held a meeting today to discuss and decide about our socio- economic development. The following representatives of CLLG SMT attended the meeting:

| S.# | Name | Designation |
|-----|------|-------------|
|     |      |             |
|     |      |             |

They briefed the community representatives about the basic principles of social mobilisation and offered a development partnership for poverty reduction and socio-economic development of the people of the area through cooperative measures. The members of VO agreed with the terms of partnership offered by the RSP and unanimously resolved to form a Local Support Organisation (LSO) with representation of at least two members from each VO. The following members were unanimously elected as the office holders of the LSO to lead the members in their development initiatives and to manage the LSO affairs smoothly:

| MIS Code/S.# | Title             | Name with Spouse or Father's Name | CNIC No | PSC Score | Education | Signature |
|--------------|-------------------|-----------------------------------|---------|-----------|-----------|-----------|
| 1            | President         |                                   |         |           |           |           |
| 2            | General Secretary |                                   |         |           |           |           |
| 3            | Treasurer         |                                   |         |           |           |           |

The LSO further resolved to hold its meetings on a monthly basis. The date of the meeting will be \_\_\_\_\_ of each month and the time will be \_\_\_\_\_ and the venue of the meeting will be \_\_\_\_\_

### List of LSO General Body Members

| MIS Code/S.# | Name | Father/Spouse | PSC Score | VO name | Position in VO | Education | Training Received |
|--------------|------|---------------|-----------|---------|----------------|-----------|-------------------|
|              |      |               |           |         |                |           |                   |
|              |      |               |           |         |                |           |                   |
|              |      |               |           |         |                |           |                   |

## ii. Terms of Partnership between CLLG Programme and LSO

The main object of CLLG Programme is to reduce poverty and improve the quality of life of the rural poor by harnessing their potential to help themselves. The CLLG Programme approach is based on organising willing communities and supporting them in development activities which the people themselves identify and can undertake. The CLLG Programme supports the Community Organisations (COs) to federate themselves at village level into Village Organisation (VO) and later at Union Council level in Local Support Organisation (LSO). The CLLG Programme also acts as a facilitator between government, other development organisations and organised communities in order to improve service delivery to the grassroots.

And whereas the LSO \_\_\_\_\_ UC \_\_\_\_\_, District \_\_\_\_\_ is a federated body of the VOs of the UC. The main responsibility of the LSO is to plan and implement development activities at UC level and coordinate amongst its member COs (through its VOs). Secondly, the LSO is also a monitoring body, where it supervises its VOs in terms of their record-keeping and implementation of its activities. The LSO would also be able to support its VOs in increasing their household coverage or coverage of specific groups such as women and the poorest. LSO enables its owners (community members) to interact with external organisations such as local government, donors, NGOs and the private sector.

This agreement is made between CLLG Programme \_\_\_\_\_ and LSO \_\_\_\_\_ on this date of \_\_\_\_\_ to work towards their common objectives in a coordinated manner. The roles and responsibilities of the two parties shall be as follows:

### A: Roles and responsibilities of the LSO

1. Regular meeting of General Body and Executive Committee as per the agreed schedule;
2. Register/notify the LSO with government authorities so that the LSO is recognised by the state;
3. Ensure proper inclusion and participation of female representatives in its General Body and Executive Committee;
4. Ensure inclusion of the poorest families into COs and that their development needs are properly taken care of;
5. Keep up to date financial records and get them audited by an approved auditing firm at least once in a year;
6. Conduct LSO development planning and budgeting in consultation with member VOs;
7. Monitoring/supervising VOs activities and their records, attendance in their meetings and management of village fund;
8. Mobilise local and external resources and ensure their fair distribution across its members;
9. Submit timely progress report to the CLLG Programme on its operation highlighting issues and concerns regarding implementation of its annual plan;
10. Foster partnerships with other service providers in the government, civil society and private sectors;
11. Map out public and private service providers (health, education, sanitation, registration, and plantation) for critical services and develop linkages with them to ensure services in the UCs;
12. Engagement with UC chairman/vice chairman and other elected local representatives to share the service-related issues of UC and seek their support to address these issues;
13. Engagement with UC secretary to get resolved the issues related to registration (birth, death, nikkah);
14. Engagement with NADRA mobile team for preparation of CNIC;
15. In consultation with facility in charge (BHU in charge/ EPI centre) develop outreach visit plan of vaccinators, share this plan with VO representatives to provide community support for vaccination services;
16. Engagement with forest department for plantation in the UC;

17. Engagement with UC education supervisors for education related issues and their solutions;
18. Create awareness on critical social issues through celebrating important days for example health day, population day, education day, water day etc.

**B: Roles and responsibilities of CLLG Programme**

1. Provide technical support to the LSO to develop its bylaws and to improve its management capacity to run its operations smoothly and cost effectively
2. Provide technical support to the LSO for its registration with BCRRA
3. Monitor and give feedback to the LSO on proper inclusion and participation of female representatives in the General Body and Executive Committee of the LSO and its member VOs
4. Monitor and provide feedback to the LSO on inclusion of the poorest families into COs and that their development needs are properly taken care of
5. Ensure that the LSO and its member VOs and COs keep up to date financial records and get them audited on annual basis
6. Support the LSO to develop its long-term and annual plan and budget on need basis
7. Monitor LSO financial and non-financial records on need basis and give suggestions for their improvement
8. Provide technical support to the LSO to mobilise local and external resources and ensure their fair distribution across its members
9. Depending upon available resources, to provide support to the LSO in human resource development and income generation activities, etc.

**For and on behalf of LSO \_\_\_\_\_**

Name of President: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name of General Secretary: \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**For and on behalf of CLLG Programme \_\_\_\_\_**

Name: \_\_\_\_\_ Designation \_\_\_\_\_ Signature: \_\_\_\_\_ Date: \_\_\_\_\_

iii. Attendance Record

| MIS<br>Code<br>/S.# | Name of<br>Member | Name of<br>Spouse or<br>Father | CNIC No | Meeting<br>Date | Meeting<br>Date | Meeting<br>Date | Meeting<br>Date | Meeting<br>Date |
|---------------------|-------------------|--------------------------------|---------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                     |                   |                                |         | Attendance      | Attendance      | Attendance      | Attendance      | Attendance      |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |
|                     |                   |                                |         |                 |                 |                 |                 |                 |

iv. Proceeding Records (Karwai)

|                  |  |                           |  |                              |  |
|------------------|--|---------------------------|--|------------------------------|--|
| <b>LSO Name:</b> |  | <b>Union Council:</b>     |  |                              |  |
| <b>Tehsil:</b>   |  | <b>District:</b>          |  | <b>Date of Meeting:</b>      |  |
| <b>Venue:</b>    |  | <b>Total LSO members:</b> |  | <b>Members participated:</b> |  |

Agenda:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

| Agenda No. | Discussion and Decisions |
|------------|--------------------------|
| 1.         |                          |
| 2.         |                          |
| 3.         |                          |
| 4.         |                          |

Signature of LSO President \_\_\_\_\_

Signature of Gen. Secretary \_\_\_\_\_

Signature of Treasurer \_\_\_\_\_



v. Union Council/Municipality Development Plans (UC/MC DPS)

**Basic Profile of the Union Council**

|                                                |                                          |                                                |                                           |        |                                          |                                   |                                     |        |
|------------------------------------------------|------------------------------------------|------------------------------------------------|-------------------------------------------|--------|------------------------------------------|-----------------------------------|-------------------------------------|--------|
| <b>LSO Name:</b>                               | <b>Union Council Name:</b>               | <b>Tehsil:</b>                                 | <b>District:</b>                          |        | <b>Division:</b>                         | <b>Province:</b>                  |                                     |        |
|                                                |                                          |                                                |                                           |        |                                          |                                   |                                     |        |
| <b>LSO MIS Code:</b>                           | <b>GPS Coordinate:</b>                   | <b>LSO Formation Date:</b>                     | <b>Total H.H in UC:</b>                   |        | <b>Organized HH in UC:</b>               | <b>Total Population:</b>          |                                     |        |
|                                                |                                          |                                                |                                           |        |                                          |                                   |                                     |        |
| <b>UC Population Break-up</b>                  |                                          |                                                |                                           |        |                                          |                                   |                                     |        |
| <b>Total Men (&gt;17 years):</b>               | <b>Total Women (&gt;17 years):</b>       | <b>Total Transgender:</b>                      | <b>Total Children (age &lt; 5 years):</b> |        | <b>Children (age b/w 5 – 16 years):</b>  | <b>Persons with Disabilities:</b> |                                     |        |
|                                                |                                          |                                                |                                           |        |                                          |                                   |                                     |        |
| <b>Total old persons (age &gt; 65 years):</b>  | <b>Number of Elected Representatives</b> | <b>Number of COs in LSO:</b>                   | <b>LSO GB Members: Total:</b>             |        | <b>LSO GB Minority Members</b>           |                                   | <b>LSO Ex. Body members: Total:</b> |        |
|                                                |                                          |                                                | Male                                      | Female | Male                                     | Female                            | Male                                | Female |
|                                                |                                          |                                                |                                           |        |                                          |                                   |                                     |        |
| <b>Number of PSC 0-23 HHs in UC:</b>           | <b>Number of PSC 0-23 HHs organised:</b> | <b>LSO Registration No</b>                     | <b>Registration Act:</b>                  |        | <b>LSO Bank Account No:</b>              | <b>LSO Bank Name and Branch</b>   |                                     |        |
|                                                |                                          |                                                |                                           |        |                                          |                                   |                                     |        |
| <b>Name of Tehsil LSO Network (if formed):</b> |                                          | <b>No of LSO Members present in the F.G. D</b> |                                           |        | <b>Date of preparation of UC/MC DPS:</b> |                                   |                                     |        |
|                                                |                                          |                                                |                                           |        |                                          |                                   |                                     |        |

LSO President Name: \_\_\_\_\_

Telephone No: \_\_\_\_\_

LSO General Secretary Name: \_\_\_\_\_

Telephone No: \_\_\_\_\_

LSO Treasurer Name: \_\_\_\_\_

Telephone No: \_\_\_\_\_

US Secretary: \_\_\_\_\_

Telephone No: \_\_\_\_\_

## SOCIO-ECONOMIC ANALYSIS FOR UC DEVELOPMENT PLANNING

Form UC/MC DPS-1

### 1.1 HH Organisation

| Total HHs in the UC | Organised HHs | Un-organised HHs | Needs/Opportunities/ Potential |
|---------------------|---------------|------------------|--------------------------------|
|                     |               |                  |                                |

## 1. Social Mobilisation

### 1.2 Saving status:

| Number of COs in LSO | Member HHs | Total Savings | Average Savings per month | Average Savings per member | Needs/ Opportunities/Potential |
|----------------------|------------|---------------|---------------------------|----------------------------|--------------------------------|
| Male COs:            |            |               |                           |                            |                                |
| Women COs:           |            |               |                           |                            |                                |
| Mixed COs            |            |               |                           |                            |                                |
| Total COs:           |            |               |                           |                            |                                |

### 1.3 Resource Mobilisation:

For examples VO/CO membership fee, cash donations (Zakat, Baitul Maal, etc), in kind donation (Qurbani hides, rice, wheat etc.) from members, well off people, people outside village

| Number of VOs | Total Resources Mobilised in (PKR) in last 12 months | Total Resources to be Mobilised in (PKR) in next 12 months | Main Source Details | Needs/ Opportunities/Potential |
|---------------|------------------------------------------------------|------------------------------------------------------------|---------------------|--------------------------------|
| Male VOs:     |                                                      |                                                            |                     |                                |
| Women VOs:    |                                                      |                                                            |                     |                                |
| Mixed VOs     |                                                      |                                                            |                     |                                |
| Total VOs:    |                                                      |                                                            |                     |                                |

### 1.4 Community Management Skills Training (CMST)

|            | No of members trained in CMST | Needs/ Opportunities/Potential |
|------------|-------------------------------|--------------------------------|
| Male COs:  |                               |                                |
| Women COs: |                               |                                |
| Mixed COs  |                               |                                |
| Total COs: |                               |                                |

### 1.5 Support Required to improve Record Keeping

|            | Are Record Books Available? | Are Records Fully Updated? | Needs/ Opportunities/Potential |
|------------|-----------------------------|----------------------------|--------------------------------|
| Male VOs:  |                             |                            |                                |
| Women VOs: |                             |                            |                                |
| Mixed VOs  |                             |                            |                                |
| Total VOs: |                             |                            |                                |

## 1. Occupations of household's heads of UC

| S. No        | Occupation                                   | No of HHs | Women/Children's Role where applicable (Y/N) | Problems/ Issues | Needs/ Opportunities/Potential |
|--------------|----------------------------------------------|-----------|----------------------------------------------|------------------|--------------------------------|
| <b>2.1</b>   | SELF-EMPLOYED (FARMING – AGRICULTURE):       |           |                                              |                  |                                |
| <b>2.1.1</b> | Cultivation as tenant/share cropper          |           |                                              |                  |                                |
| <b>2.1.2</b> | Own land cultivation                         |           |                                              |                  |                                |
| <b>2.1.3</b> | Seasonal Paid Employee (agriculture)         |           |                                              |                  |                                |
| <b>2.2</b>   | SELF-EMPLOYED (FARMING– LIVESTOCK):          |           |                                              |                  |                                |
| <b>2.2.1</b> | Own livestock                                |           |                                              |                  |                                |
| <b>2.2.2</b> | Livestock of others                          |           |                                              |                  |                                |
| <b>2.2.3</b> | Own livestock and livestock of others        |           |                                              |                  |                                |
| <b>2.3</b>   | SELF-EMPLOYED (NON- AGRICULTURE):            |           |                                              |                  |                                |
| <b>2.3.1</b> | Shop Keeper                                  |           |                                              |                  |                                |
| <b>2.3.2</b> | Trader                                       |           |                                              |                  |                                |
| <b>2.3.3</b> | Transporter (own Vehicle)                    |           |                                              |                  |                                |
| <b>2.3.4</b> | Daily Wages/Un-skilled Labour                |           |                                              |                  |                                |
| <b>2.4</b>   | Un-Employment                                |           |                                              |                  |                                |
| <b>2.4.1</b> | Un-Employee Youth                            |           |                                              |                  |                                |
| <b>2.4.2</b> | Un-Employee Women                            |           |                                              |                  |                                |
| <b>2.4.3</b> | Un-employee Disable                          |           |                                              |                  |                                |
| <b>2.4.4</b> | No occupation (depending on charity)         |           |                                              |                  |                                |
| <b>2.5</b>   | Govt. Employees                              |           |                                              |                  |                                |
| <b>2.6</b>   | Semi-government/ autonomous bodies Employees |           |                                              |                  |                                |
| <b>2.7</b>   | Employee in Private Sector                   |           |                                              |                  |                                |
| <b>2.8</b>   | Other (please specify)                       |           |                                              |                  |                                |
|              | Total Households                             |           |                                              |                  |                                |

## 2. Migration status of UC population

| 3.1 Migration details;                                  |                                    |                     |                                   |
|---------------------------------------------------------|------------------------------------|---------------------|-----------------------------------|
| 3.1 HH permanently migrated from the UC in last 5 years | Reasons for Migration<br>No of HHs | Problems/<br>Issues | Needs/<br>Opportunities/Potential |
|                                                         |                                    |                     |                                   |
| 3.2 HHs migrated to the UC in last 5 years              |                                    |                     |                                   |
|                                                         |                                    |                     |                                   |

## 3. Civic/Women/Human Rights

| Rights                                         | Total No of people in UC |       |          | No of People who have |       |          | Issues               | Opportunities |
|------------------------------------------------|--------------------------|-------|----------|-----------------------|-------|----------|----------------------|---------------|
|                                                | Men                      | Women | Children | Men                   | Women | Children |                      |               |
| 4.1 CNIC                                       |                          |       |          |                       |       |          |                      |               |
| 4.2 Voter Registration                         |                          |       |          |                       |       |          |                      |               |
| 4.3 Birth Registration                         |                          |       |          |                       |       |          |                      |               |
| 4.4 Married Couples (with Nikah Registration)  |                          |       |          |                       |       |          |                      |               |
|                                                |                          |       |          |                       |       |          |                      |               |
|                                                | Does this exist?         |       |          | Reasons/ Issues       |       |          | Needs/ Opportunities |               |
| 4.5 Inheritance to Women                       |                          |       |          |                       |       |          |                      |               |
| 4.6 Violence Against Women in any form         |                          |       |          |                       |       |          |                      |               |
| 4.7 Early Aged Marriages                       |                          |       |          |                       |       |          |                      |               |
| 4.8 Wata Sata Marriages                        |                          |       |          |                       |       |          |                      |               |
| 4.9 Dowry/ Bride Price                         |                          |       |          |                       |       |          |                      |               |
| 4.10 Child Labour                              |                          |       |          |                       |       |          |                      |               |
| 4.11 Conflicts/ Disputes                       |                          |       |          |                       |       |          |                      |               |
| 4.12 Women's Access to basic health facilities |                          |       |          |                       |       |          |                      |               |
| 4.13 Girls' Access to Schools                  |                          |       |          |                       |       |          |                      |               |
| 4.14 Any other in local issues                 |                          |       |          |                       |       |          |                      |               |

#### 4. Social Sectors (Education, Health, Water, Sanitation etc.)

##### 4.1 Health

| 5.1 Health Facilities are present in the UC:          |                                                                                  |                                                        |                                 |                             |                      |
|-------------------------------------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------|---------------------------------|-----------------------------|----------------------|
| 5.1 Name of Health Facility                           | Village/VO Name                                                                  | Availability of Equipment (Y/N)                        | Availability of Medicines (Y/N) | Availability of Staff (Y/N) | Needs/ Opportunities |
| 1.                                                    |                                                                                  |                                                        |                                 |                             |                      |
| 2.                                                    |                                                                                  |                                                        |                                 |                             |                      |
| 3.                                                    |                                                                                  |                                                        |                                 |                             |                      |
| 4.                                                    |                                                                                  |                                                        |                                 |                             |                      |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.5 Vaccination                                     | No of Women/Children                                                             | No of Vaccinated Women/Children                        |                                 |                             | Needs/ Opportunities |
| Total Women/ Children                                 |                                                                                  |                                                        |                                 |                             |                      |
| a. Pregnant women vaccinated                          |                                                                                  |                                                        |                                 |                             |                      |
| b. Children vaccinated                                |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.6 Availability of TBAs/LHWs                       | Yes ( ) No ( )                                                                   | Are the Trained                                        |                                 |                             | Needs/ Opportunities |
| a. TBAs                                               |                                                                                  |                                                        |                                 |                             |                      |
| b. LHWs                                               |                                                                                  |                                                        |                                 |                             |                      |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.7 Pregnant Women Receiving Ante-natal Care Visits | No of Pregnant Women                                                             | No of Pregnant Women Received 4 Ante-natal Care visits |                                 |                             | Needs/ Opportunities |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.8 Birth Spacing                                   | No of Married Women in Reproductive Age (14 to 49 Years)                         | No of MWRAs Practicing Birth Spacing                   |                                 |                             | Needs/ Opportunities |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.9 Mal-nutrition in Children                       | No of Children with lower weight/ height compared to normal children of same age | Reasons for low weight/ height                         |                                 |                             | Needs/ Opportunities |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.10 HIV/AIDS                                       | No of HIV/AIDS Effected Persons in Village                                       | No of HIV/AIDS Patients Receiving Treatment            |                                 |                             | Needs/ Opportunities |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.8 Women allowed to go BHU/Hospitals               | Yes/No                                                                           | If no, then reasons                                    | Needs/Opportunities             |                             |                      |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |
| 5.1.9 Women deliver new born at BHU/ Hospital         | Yes/No                                                                           | If no, reasons                                         | Needs/Opportunities             |                             |                      |
|                                                       |                                                                                  |                                                        |                                 |                             |                      |

## 4.2 Education

| Type of Education Facilities | For Boys (No) | For Girls (No) | No of Students |
|------------------------------|---------------|----------------|----------------|
| 1. Govt. Primary Schools     |               |                |                |
| 2. Private Primary Schools   |               |                |                |
| 3. Community Primary Schools |               |                |                |
| 4. Govt. Middle Schools      |               |                |                |
| 5. Private Middle Schools    |               |                |                |
| 6. Govt. High Schools        |               |                |                |
| 7. Private High Schools      |               |                |                |

### 5.2 Govt. and Private Schools in the UC:

| 5.2.1 School Name (Boys/Girls)                          | Does School Building Available (Y/N) | Does School Building Required Repaired (Y/N) | Are Water and Latrine Facilities Available in School (Y/N) | Needs/ Opportunities |
|---------------------------------------------------------|--------------------------------------|----------------------------------------------|------------------------------------------------------------|----------------------|
| 1.                                                      |                                      |                                              |                                                            |                      |
| 2.                                                      |                                      |                                              |                                                            |                      |
| 3.                                                      |                                      |                                              |                                                            |                      |
|                                                         |                                      |                                              |                                                            |                      |
| 5.2.2 Reading Materials                                 | Yes/No                               | Needs/ Opportunities                         |                                                            |                      |
| 1.                                                      |                                      |                                              |                                                            |                      |
| 2.                                                      |                                      |                                              |                                                            |                      |
| 3.                                                      |                                      |                                              |                                                            |                      |
|                                                         |                                      |                                              |                                                            |                      |
| 5.2.3 Furniture                                         |                                      |                                              |                                                            |                      |
| 1.                                                      |                                      |                                              |                                                            |                      |
| 2.                                                      |                                      |                                              |                                                            |                      |
| 3.                                                      |                                      |                                              |                                                            |                      |
|                                                         |                                      |                                              |                                                            |                      |
| 5.2.4 Staff                                             | Yes/No                               | Are they Trained (Y/N)                       | Needs/ Opportunities                                       |                      |
| 1.                                                      |                                      |                                              |                                                            |                      |
| 2.                                                      |                                      |                                              |                                                            |                      |
| 3.                                                      |                                      |                                              |                                                            |                      |
| 4.                                                      |                                      |                                              |                                                            |                      |
| 5.                                                      |                                      |                                              |                                                            |                      |
| If required, please add additional sheet for more names |                                      |                                              |                                                            |                      |

| <b>5.2.5<br/>Regularity/Punctuality<br/>in attendance</b> | <b>Teachers (Yes/No)</b>                                    | <b>Students (Yes/No)</b>           | <b>Needs/<br/>Opportunities</b> |
|-----------------------------------------------------------|-------------------------------------------------------------|------------------------------------|---------------------------------|
| 1.                                                        |                                                             |                                    |                                 |
| 2.                                                        |                                                             |                                    |                                 |
| 3.                                                        |                                                             |                                    |                                 |
|                                                           |                                                             |                                    |                                 |
| <b>5.2.6 Enrollment</b>                                   | <b>No of School Age Children in<br/>village (5-9 years)</b> | <b>No of children<br/>Enrolled</b> | <b>Needs/<br/>Opportunities</b> |
| a. Boys                                                   |                                                             |                                    |                                 |
| b. Girls                                                  |                                                             |                                    |                                 |
| c. Total enrollment                                       |                                                             |                                    |                                 |

#### WASH

|                                                                                 |                               |                                  |                             |
|---------------------------------------------------------------------------------|-------------------------------|----------------------------------|-----------------------------|
| Are Drinking Water Facilities Available in the UC Villages?      Yes ( ) No ( ) |                               |                                  |                             |
| If no, from where they fetch drinking water?                                    |                               |                                  |                             |
| If yes, Types of drinking water supply:                                         |                               |                                  |                             |
| Drinking Water Supply Source:                                                   | No of Beneficiary HHs         | Issues/ Problems                 | Needs/ Opportunities        |
| a. Pipe                                                                         |                               |                                  |                             |
| b. Hand Pump                                                                    |                               |                                  |                             |
| c. Well                                                                         |                               |                                  |                             |
| d. Open Channel                                                                 |                               |                                  |                             |
| e. Pond                                                                         |                               |                                  |                             |
| f. Others                                                                       |                               |                                  |                             |
| <b>5.3.4 Who fetch drinking water</b>                                           | <b>Men</b>                    | <b>Women</b>                     | <b>Boys/Girls</b>           |
|                                                                                 |                               |                                  |                             |
| <b>5.3.5 Latrine Facility</b>                                                   | <b>No of HHs with Latrine</b> | <b>No of HHs without Latrine</b> | <b>Needs/ Opportunities</b> |
|                                                                                 |                               |                                  |                             |
| <b>5.3.6 Sanitation Facility</b>                                                | <b>Yes/No</b>                 | <b>Needs/ Opportunities</b>      |                             |
|                                                                                 |                               |                                  |                             |
| <b>5.3.7 Street Pavement</b>                                                    | <b>Yes/No</b>                 | <b>Needs/ Opportunities</b>      |                             |
|                                                                                 |                               |                                  |                             |
| <b>5.3.8 Households Awareness about Health &amp; Hygiene</b>                    | <b>Needs/ Opportunities</b>   |                                  |                             |
| No of Household attained Awareness sessions                                     |                               |                                  |                             |
| No of H.H without Awareness                                                     |                               |                                  |                             |
| Total HHs                                                                       |                               |                                  |                             |

## 8. Disaster Risk Reduction (DRR)

| Do Natural/Man-made Disasters frequently occur? Yes ( ) and No ( )<br>and if yes, please note details of disaster occurred in past 5 years? |                    |                                           |                      |
|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------|----------------------|
| 6.1 Type of Disaster (If any)                                                                                                               | Total Effected HHs | Had Any Reduction/ Rescue Measures Taken? | Needs/ Opportunities |
|                                                                                                                                             |                    |                                           |                      |
|                                                                                                                                             |                    |                                           |                      |
|                                                                                                                                             |                    |                                           |                      |

## 9. Environmental Safety

| Environment                        | Do they Exist (Y/N) | Issues/ Challenges | Needs/ Opportunities |
|------------------------------------|---------------------|--------------------|----------------------|
| 7.1 Wild Animal/Endangered Species |                     |                    |                      |
| 7.2 Natural Forest                 |                     |                    |                      |
| 7.3 Grassing Area                  |                     |                    |                      |
| 7.4 Plantation                     |                     |                    |                      |
| 7.5 Medicinal Plants/bushes        |                     |                    |                      |
| 7.6 Seasonal Migratory Birds       |                     |                    |                      |

## 10. Physical Infrastructure in UC

| S# | Type of Infrastructure | Beneficiary HHs | Needs/ Opportunities |
|----|------------------------|-----------------|----------------------|
| 1  |                        |                 |                      |
| 2  |                        |                 |                      |
| 3  |                        |                 |                      |
| 4  |                        |                 |                      |
| 5  |                        |                 |                      |
| 6  |                        |                 |                      |
| 7  |                        |                 |                      |
| 8  |                        |                 |                      |
| 9  |                        |                 |                      |
| 10 |                        |                 |                      |



## Five Year Plan (Year to Year)

Form UC/MC DPS-2

| LSO Name:           | LSO MIS Code: | UC Name: | Tehsil:    | District:     | Division      |
|---------------------|---------------|----------|------------|---------------|---------------|
|                     |               |          |            |               |               |
| Total UC Population | Men:          | Women:   | Total HHs: | Total M/W COs | Organised HHs |
|                     |               |          |            |               |               |

No of Participants from Member HHs in the FDG: \_\_\_\_\_ Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

GPS Coordinates: N..... E.....

### Instructions:

1. Focus group discussion will be conducted with 70% GB members of the LSO in presence of the UC elected representative along-with participation of local school teachers, LHW and other opinion makers.
2. The members of LSO general body will present the needs and opportunities identifies by their respective VOs through a resolution.
3. Then the meeting participants will discuss and priorities the needs and opportunities for further discussion, accordingly. The group participants will identify overall UC level development needs and opportunities jointly in consultation with all UC meeting participants.
4. Selection of development activities will be finalized through Pairwise Ranking Exercise (Annex -1)
5. The provided UC Development Plan "UC/MC DPS" (Annex -2) standard template will be filled out with the help of the supporting documentation and discussion points (Annex -3)
6. Separate supporting sheets, where applicable will be prepared for the proposed activity and be attached with the UC/MC DPS
7. The UC/MC DPS will be signed by the LSO Office Holders, elected representative (if participated on request) and the RSP supportive staff (Annex - 4).
8. The original copy of the completed UC/MC DPS will remain with the LSO while copies will be submitted to the respective LSO Network (in case of LSON is not formed then copy will be provided on formation of LSON) and RSP office. The LSO can also share the final approved UC/MC DPS copies with the government departments, I/NGOs, philanthropist, etc.
9. Additional sheets can be added in case the development activities are not fit in the given space of the format

LSO President Name: \_\_\_\_\_

Signature: \_\_\_\_\_

LSO General Secretary Name: \_\_\_\_\_

Signature: \_\_\_\_\_

1. Facilitator Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

2. Facilitator Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Signature: \_\_\_\_\_

**Annex F-12: Pairwise Ranking/Prioritisation Table**

|   |   |   |   |   |   |   |   |   |  |   |   |   |   |  |
|---|---|---|---|---|---|---|---|---|--|---|---|---|---|--|
|   |   |   |   |   |   |   |   |   |  |   |   |   |   |  |
|   |   |   |   |   |   |   |   |   |  |   |   |   | X |  |
|   |   |   |   |   |   |   |   |   |  |   |   | X |   |  |
|   |   |   |   |   |   |   |   |   |  |   | X |   |   |  |
|   |   |   |   |   |   |   |   |   |  | X |   |   |   |  |
|   |   |   |   |   |   |   |   | X |  |   |   |   |   |  |
|   |   |   |   |   |   |   | X |   |  |   |   |   |   |  |
|   |   |   |   |   |   | X |   |   |  |   |   |   |   |  |
|   |   |   |   |   | X |   |   |   |  |   |   |   |   |  |
|   |   |   |   | X |   |   |   |   |  |   |   |   |   |  |
|   |   |   | X |   |   |   |   |   |  |   |   |   |   |  |
|   |   | X |   |   |   |   |   |   |  |   |   |   |   |  |
|   | X |   |   |   |   |   |   |   |  |   |   |   |   |  |
| X |   |   |   |   |   |   |   |   |  |   |   |   |   |  |
|   |   |   |   |   |   |   |   |   |  |   |   |   |   |  |
|   |   |   |   |   |   |   |   |   |  |   |   |   |   |  |

**Vote: 1****No Vote: 0**

Note: Write all identified activities, except repeated ones, in this table both vertically and horizontally. Ask the participants to vote for each activity in yes/no, and fill in the table accordingly. Calculate the votes and priorities of the activities according to No of votes they have received. If one or two activities receive equal votes, then get opinion from the participants on their prioritisation.

## Annex F-13: UC Development Plan 5 Year Summery Sheet

Guiding Note: Please mention the name of department, organisation, elected MPAs and MNAs in possible solution column whereas the support is required. If the possible solution is managed by the community itself, please mention self-help in the column.

### A. Soft Component (Self-help/Linkages)

| S # | Activity | Beneficiaries<br>(HH/Number)<br>level |        |       | Action Plan          |       |                |          |    | Follow-up |
|-----|----------|---------------------------------------|--------|-------|----------------------|-------|----------------|----------|----|-----------|
|     |          | Male                                  | Female | Total | Possible<br>Solution | Means | Responsibility | Timeline |    |           |
|     |          |                                       |        |       |                      |       |                | From     | To |           |
| 1   |          |                                       |        |       |                      |       |                |          |    |           |
| 2   |          |                                       |        |       |                      |       |                |          |    |           |
| 3   |          |                                       |        |       |                      |       |                |          |    |           |

### B. Hard Component:

| Priority # | Activity | Cost | Beneficiaries |        |          | Action Plan       |       |                |          |    | Follow-up |
|------------|----------|------|---------------|--------|----------|-------------------|-------|----------------|----------|----|-----------|
|            |          |      | Male          | Female | Total HH | Possible Solution | Means | Responsibility | Timeline |    |           |
|            |          |      |               |        |          |                   |       |                | From     | To |           |
| 1          |          |      |               |        |          |                   |       |                |          |    |           |
| 2          |          |      |               |        |          |                   |       |                |          |    |           |
| 3          |          |      |               |        |          |                   |       |                |          |    |           |

## Annex F-14: UC/MC DPS Supporting Document for Physical Infrastructure

| S.# | Name of Village | Name of Sub village/ hamlet | Problem (Specific please) | Sector | Proposed Intervention / Project | Estimated Cost (in PKR) | Household (HH) Beneficiaries | Duration of project (in Months) | Project Site distance from UC (in Km) | Project Site time from UC (in Hrs) |
|-----|-----------------|-----------------------------|---------------------------|--------|---------------------------------|-------------------------|------------------------------|---------------------------------|---------------------------------------|------------------------------------|
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                         |                              |                                 |                                       |                                    |

## Annex F-15: Attendance Sheet of UC/MC DPS Participants

| Sr. No | Name | Designation | Organisation/ Department | Telephone No | Signature/ Thumb Impression |
|--------|------|-------------|--------------------------|--------------|-----------------------------|
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |
|        |      |             |                          |              |                             |

v. LSO Quarterly Progress Report

|                               |                    |
|-------------------------------|--------------------|
| Date of Reporting (DD/MM/YY): | Reporting Quarter: |
|-------------------------------|--------------------|

| 1. Basic Information |          |                |               |        |          |
|----------------------|----------|----------------|---------------|--------|----------|
| MIS Code             | LSO Name | Formation Date | Union Council | Tehsil | District |
|                      |          |                |               |        |          |

| 2. LSO Meetings          |               |                         |                        |
|--------------------------|---------------|-------------------------|------------------------|
| Total No. of VOs in LSOs | Total Members | Meeting Date (DD/MM/YY) | Attendance at Meetings |
|                          |               |                         |                        |

| 3. Bank Account Information |           |             |                  |
|-----------------------------|-----------|-------------|------------------|
| Account Opened (Yes/No)     | Bank Name | Branch Name | Bank Account No. |
|                             |           |             |                  |

| 4. Resource Mobilisation      |                      |                     |       |
|-------------------------------|----------------------|---------------------|-------|
| Source (Internal or External) | Previous Month (Rs.) | Current Month (Rs.) | Total |
|                               |                      |                     |       |

| 5. Assistance in Social Mobilisation     |                     |                                                                                                                                                     |
|------------------------------------------|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| List of VOs/COs visited by VO leader/CRP | Date of Visit       | Output of the Visit (Monitoring, supervising VO/CO programs and records, assistance in managing savings, assistance in implementation of MIPs etc.) |
|                                          |                     |                                                                                                                                                     |
|                                          |                     |                                                                                                                                                     |
|                                          |                     |                                                                                                                                                     |
| Total Pervious months                    | Total Current Month | Overall Total                                                                                                                                       |
|                                          |                     |                                                                                                                                                     |

| 6. Main Activities Undertaken by the LSO               |                     |                         |                       |        |
|--------------------------------------------------------|---------------------|-------------------------|-----------------------|--------|
|                                                        | Unit                | Numbers Previous months | Numbers Current month | Total  |
| Liaison with Department of Health/LHWs                 | Meetings            |                         |                       |        |
| Liaison with Population Welfare Department             | Meetings            |                         |                       |        |
| Liaison with Education Department                      | Meetings            |                         |                       |        |
| Monthly Monitoring/Progress Reports collected from VOs | Reports             |                         |                       |        |
| Launch plantation campaigns for increased plantations  | Campaigns           |                         |                       |        |
| Self-help Initiatives:                                 | Type                | Number of beneficiaries |                       |        |
|                                                        |                     | Households              | Male                  | Female |
|                                                        |                     |                         |                       |        |
| Total Pervious months                                  | Total Current Month |                         | Overall Total         |        |
|                                                        |                     |                         |                       |        |

## vi. Cash Book

*\*Write the page number of Ledger after posting of the transaction into its relevant account*

vii. Bank Book

[illegible]

*\*Write the page number of Ledger after posting of the transaction into its relevant account*



viii. General Ledger

| Name of Account |  | A/C No |  | Page No |  |
|-----------------|--|--------|--|---------|--|
|-----------------|--|--------|--|---------|--|

[illegible]

*\*Write the page number of Cash Book or Bank Book after posting of the transaction*

ix. Bank Reconciliation Statement

|                  |  |      |  |
|------------------|--|------|--|
| For the month of |  | Year |  |
|------------------|--|------|--|

| Description                                                                                                                                                                                   | Amount         | Amount  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------|
| Cash balance as per bank statement                                                                                                                                                            |                | 25,000  |
|                                                                                                                                                                                               |                |         |
| Add: Deposits recorded by the Organisation but not by bank (e.g. deposits in transit)                                                                                                         |                |         |
| Cheque No _____                                                                                                                                                                               | 3,000          |         |
| Cheque No _____                                                                                                                                                                               | <u>2,500</u>   | 5,500   |
|                                                                                                                                                                                               |                |         |
| Less: Cheques recorded by the Organisation but not by the bank (e.g. outstanding cheques)                                                                                                     |                |         |
| Cheque No _____                                                                                                                                                                               | (4,000)        |         |
| Cheque No _____                                                                                                                                                                               | <u>(2,000)</u> | (6,000) |
|                                                                                                                                                                                               |                |         |
| Adjusted cash balance per bank                                                                                                                                                                |                | 24,500  |
|                                                                                                                                                                                               |                |         |
|                                                                                                                                                                                               |                |         |
| Cash balance per book                                                                                                                                                                         |                | 24,400  |
|                                                                                                                                                                                               |                |         |
| Add: deposits recorded by bank but not by the organisation (e.g. interest)                                                                                                                    |                | 250     |
|                                                                                                                                                                                               |                |         |
| Less: Charges recorded by bank but not by the organisation (e. g. service charge, withholding tax)                                                                                            |                | (150)   |
|                                                                                                                                                                                               |                |         |
| Adjusted cash balance per books                                                                                                                                                               |                | 24,500  |
| Note: 1: The adjusted balances of bank and cash book must agree<br>2: Prepare adjusting entries of deposits and charges recorded by bank but not by the organisation to correct the cash book |                |         |

x. Trial Balance

| For the period ended on |                                    |        |            |            |
|-------------------------|------------------------------------|--------|------------|------------|
| S. No                   | Head of Account                    | A/C No | Amount (1) | Amount (2) |
| 1                       | Income                             |        |            |            |
| 2                       | Membership Fee                     |        |            |            |
| 3                       | Service Charge on internal lending |        |            |            |
| 4                       | Service Charge on CIF              |        |            |            |
| 5                       | Donations from members             |        |            |            |
| 6                       | Donations from external sources    |        |            |            |
| 7                       | Bank Profit                        |        |            |            |
|                         |                                    |        |            |            |
| 8                       | Expenses                           |        |            |            |
| 9                       | Travel                             |        |            |            |
| 10                      | Meeting expenses (Tea etc.)        |        |            |            |
| 11                      | Office Rent                        |        |            |            |
| 12                      | Telephone charges                  |        |            |            |
| 13                      | Electricity bills                  |        |            |            |
| 14                      | Stationery                         |        |            |            |
| 15                      | Honorarium of activists            |        |            |            |
| 16                      | Salary of staff                    |        |            |            |
|                         |                                    |        |            |            |
| 17                      | Assets                             |        |            |            |
| 18                      | Cash in hand                       |        |            |            |
| 19                      | Bank balance                       |        |            |            |
| 20                      | Amount Receivable                  |        |            |            |
| 21                      | Furniture                          |        |            |            |
| 22                      | Equipment                          |        |            |            |
| 23                      | Computers and Printers             |        |            |            |
|                         |                                    |        |            |            |
| 24                      | Equities                           |        |            |            |
| 25                      | Amount payable                     |        |            |            |
| 26                      | Excess of Income over Expenditure  |        |            |            |
|                         |                                    |        |            |            |

Note: Write the Income and Equities figures in column Amount (2) and Expenses and Assets figures in column Amount (1). The total of both columns must agree.

xi. LSO resolution for Joining the LSO Network

|                  |  |                       |  |                              |  |
|------------------|--|-----------------------|--|------------------------------|--|
| <b>LSO Name:</b> |  | <b>Union Council:</b> |  | <b>Date of Meeting:</b>      |  |
| <b>Tehsil:</b>   |  | <b>District:</b>      |  | <b>Total LSO GB members:</b> |  |
| <b>Venue:</b>    |  |                       |  | <b>Members participated:</b> |  |

**Resolution**

The members of the LSO in its meeting held on\_\_\_\_unanimously resolved to join the Local Support Organisation Network (LSO)\_\_\_\_\_. The following members were selected to represent the LSO in the LSON.

| <b>MIS code/S.#</b> | <b>Name of selected member</b> | <b>Father/Spouse Name</b> | <b>Position in the CO</b> | <b>PSC Score</b> | <b>Signature</b> |
|---------------------|--------------------------------|---------------------------|---------------------------|------------------|------------------|
|                     |                                |                           |                           |                  |                  |
|                     |                                |                           |                           |                  |                  |
|                     |                                |                           |                           |                  |                  |

Signature of members

| <b>MIS code/S.#</b> | <b>Name of selected member</b> | <b>Father/Spouse Name</b> | <b>Position in the CO</b> | <b>PSC Score</b> | <b>Signature</b> |
|---------------------|--------------------------------|---------------------------|---------------------------|------------------|------------------|
|                     |                                |                           |                           |                  |                  |
|                     |                                |                           |                           |                  |                  |
|                     |                                |                           |                           |                  |                  |
|                     |                                |                           |                           |                  |                  |
|                     |                                |                           |                           |                  |                  |

Signature of President\_\_\_\_\_Signature of General Secretary \_\_\_\_\_

## Annex F-16: LSO Resource Mobilisation Plan

LSO \_\_\_\_\_ UC \_\_\_\_\_ Tehsil \_\_\_\_\_ Dist. \_\_\_\_\_

Resource Mobilisation Plan for the year \_\_\_\_\_

| S.# | Descriptions                                   | Total Targeted Amount | Year |    |    |    |
|-----|------------------------------------------------|-----------------------|------|----|----|----|
|     |                                                |                       | Q1   | Q2 | Q3 | Q4 |
|     | Potential Sources of Funds                     |                       |      |    |    |    |
| A   | Internal: In Cash                              |                       |      |    |    |    |
|     | Membership Fee                                 |                       |      |    |    |    |
|     | Service Charge income from internal lending    |                       |      |    |    |    |
|     | Service Charge from other operations (Specify) |                       |      |    |    |    |
|     | Donation from members                          |                       |      |    |    |    |
|     | Fitrana                                        |                       |      |    |    |    |
|     | Others (Specify)                               |                       |      |    |    |    |
|     | Total Cash Income from Internal Sources        |                       |      |    |    |    |
| B   | Internal: In Kind                              |                       |      |    |    |    |
|     | Local Material                                 |                       |      |    |    |    |
|     | Free Labour                                    |                       |      |    |    |    |
|     | Qurbani hide                                   |                       |      |    |    |    |
|     | Wheat at harvest                               |                       |      |    |    |    |
|     | Others (Specify)                               |                       |      |    |    |    |
|     | Total Internal Funds in Kind                   |                       |      |    |    |    |
| C   | External: In Cash                              |                       |      |    |    |    |
|     | RSP                                            |                       |      |    |    |    |
|     | Local Government                               |                       |      |    |    |    |
|     | Donors/NGOs                                    |                       |      |    |    |    |
|     | Companies/Factories in the area                |                       |      |    |    |    |
|     | Other sources (Specify)                        |                       |      |    |    |    |
|     | Total External Donations in Cash               |                       |      |    |    |    |
| D   | External: In Kind                              |                       |      |    |    |    |
|     | RSP                                            |                       |      |    |    |    |
|     | Local Government                               |                       |      |    |    |    |
|     | Donors/NGOs                                    |                       |      |    |    |    |
|     | Companies/Private                              |                       |      |    |    |    |
|     | Other sources (Specify)                        |                       |      |    |    |    |
|     | Total External Donations in Kind               |                       |      |    |    |    |
|     | Total Resources                                |                       |      |    |    |    |

## Annex F-17: CO/VO/LSO Monitoring Report

|                  |  |                               |  |
|------------------|--|-------------------------------|--|
| <b>RSP</b>       |  | <b>Reporting period/month</b> |  |
| <b>District</b>  |  | <b>Report prepared by</b>     |  |
| <b>SMT</b>       |  | <b>Submission date</b>        |  |
| <b>CO/VO/LSO</b> |  |                               |  |

Findings by KPI

| S #                                                                                        | Key Performance Indicator                              | Key findings  |                         |      | Key recommendations |  |
|--------------------------------------------------------------------------------------------|--------------------------------------------------------|---------------|-------------------------|------|---------------------|--|
| A. Regular Meetings                                                                        |                                                        |               |                         |      |                     |  |
| 1                                                                                          | Date of regular monthly meetings                       |               |                         |      |                     |  |
| 2                                                                                          | Number of Planned meetings                             |               |                         |      |                     |  |
| 3                                                                                          | Number of meetings held                                |               |                         |      |                     |  |
| 4                                                                                          | Total members                                          |               |                         |      |                     |  |
| 5                                                                                          | Attendance in the last three meetings                  |               |                         |      |                     |  |
| 6                                                                                          | Average Attendance Rate in the last three meetings (%) |               |                         |      |                     |  |
| B. Bank Account                                                                            |                                                        |               |                         |      |                     |  |
| 1                                                                                          | Yes/No                                                 |               |                         |      |                     |  |
| 2                                                                                          | If Yes: Bank Name                                      |               |                         |      |                     |  |
| 3                                                                                          | Bank Branch Name                                       |               |                         |      |                     |  |
| 4                                                                                          | Account Number                                         |               |                         |      |                     |  |
| 5                                                                                          | If No: Person responsible for cash handling            |               |                         |      |                     |  |
| C. Savings (only for CO)                                                                   |                                                        |               |                         |      |                     |  |
| 1                                                                                          | Total Saving to date (Rs.)                             |               |                         |      |                     |  |
| 2                                                                                          | Average Saving per month                               |               |                         |      |                     |  |
| 3                                                                                          | Saving per member                                      |               |                         |      |                     |  |
| 4                                                                                          | Saving (Rs.) in the latest meeting                     |               |                         |      |                     |  |
| 5                                                                                          | % of members did saving in the latest meeting          |               |                         |      |                     |  |
| 6                                                                                          | Saving deposit or use mechanism                        |               |                         |      |                     |  |
| D. Activities Undertaken by the Community Institution                                      |                                                        |               |                         |      |                     |  |
| List of activities (undertaken either through Self-help or with any support organisations) |                                                        | Support from: | Number of Beneficiaries |      |                     |  |
|                                                                                            |                                                        |               | HHs                     | Male | Female              |  |
| 1                                                                                          |                                                        |               |                         |      |                     |  |
| 2                                                                                          |                                                        |               |                         |      |                     |  |
| 3                                                                                          |                                                        |               |                         |      |                     |  |
| 4                                                                                          |                                                        |               |                         |      |                     |  |

| E. Main documents and record keeping |                                                                     |                     |                                                  |                                  |  |
|--------------------------------------|---------------------------------------------------------------------|---------------------|--------------------------------------------------|----------------------------------|--|
|                                      |                                                                     | Available<br>Yes/No | Date of<br>preparation/last<br>update (DD/MM/YY) | Maintained<br>Fully<br>Partially |  |
| 1                                    | MIPs of Households<br>(for CO)                                      |                     |                                                  |                                  |  |
| 2                                    | Village Profile (VO)                                                |                     |                                                  |                                  |  |
| 3                                    | VDP (for VO)                                                        |                     |                                                  |                                  |  |
| 4                                    | UC Profile (for LSO)                                                |                     |                                                  |                                  |  |
| 5                                    | Registers (for<br>CO/VO/LSO)                                        |                     |                                                  |                                  |  |
| 6                                    | Sectoral registers<br>(CIF/IGG/VTP/CPI<br>whichever is<br>relevant) |                     |                                                  |                                  |  |

| F. Key Indicators of Critical Social Issues (especially for CO)                                              |       |                       |                                                                                             |       |                       |
|--------------------------------------------------------------------------------------------------------------|-------|-----------------------|---------------------------------------------------------------------------------------------|-------|-----------------------|
| Indicators                                                                                                   | Total | Current/last<br>month | Indicators                                                                                  | Total | Current/last<br>month |
| No. of deliveries took place through<br>skilled birth attendant or at health<br>facility (public or private) |       |                       | No. of children (5-12<br>years) from CO member<br>households enrolled in<br>school          |       |                       |
| No. of CO member households that<br>have vaccination cards for their<br>children (0-23 months)               |       |                       | No. of CO members who<br>are aware of at least four<br>basic human rights                   |       |                       |
| No. of CO member households that<br>have latrines in their homes                                             |       |                       | No. of children (boys and<br>girls) from CO member<br>households with birth<br>registration |       |                       |
| No. of eligible (above 18 years of age)<br>women and men from CO member<br>households with CNICs             |       |                       | No. of forest/fruit trees<br>planted by CO member<br>households                             |       |                       |
| No. of married couples from CO<br>member households with marriage<br>certificates                            |       |                       | No. of CO members<br>registered as voters                                                   |       |                       |

|                                     |                                                             |
|-------------------------------------|-------------------------------------------------------------|
| G. Major successes and achievements | H. Major failures/risk that should be rectified immediately |
| 1. ...                              | 1. ...                                                      |
| 2. ...                              | 2. ...                                                      |

## Annex F-18: Terms of Reference for Tehsil LSO Network

1. Name of the LSO Network: \_\_\_\_\_
2. Complete Address of the LSO Network, phone number & E-mail address: \_\_\_\_\_

### 3. Jurisdiction of the Tehsil LSO Network

This organisation will work for the collective and individual welfare and development of the members of all the existing male and female Cos, VOs and LSOs of the Tehsil \_\_\_\_\_ District \_\_\_\_\_ Region \_\_\_\_\_

### 4. Membership

Following shall be the terms and conditions for the membership of the Tehsil LSON:

- A Local Support Organisation (LSO) that represents the majority of COs, VOs in its jurisdiction on the condition that it agrees with the aims and objectives of the Tehsil LSON.
- Submit a resolution for membership and nominate its representatives in the LSON via a resolution signed by majority of its members.

### 5. The Goal and Objectives

The overarching goal for establishing the "Tehsil LSO Network" is to represent the voice of the member LSOs to and to influence government policies to strengthen their efforts to poverty reduction and improving the lives of their members.

The following shall be the objectives of the Tehsil LSO Network:

- To provide a joint platform to LSOs for mutual communication and coordination
- To act as voice of the community and play role of advocacy through identifying issues, gathering facts and figures and communicating to the relevant quarters for necessary action
- To provide technical guidance and advisory support to the LSOs in order to make them dynamic, effective, efficient and sustainable using their available resources
- To support in conflict resolution within and between member LSOs as well as between LSOs and other stakeholders

### 6. Organisational Structure

The Tehsil LSON will be governed and managed by a General Body and two elected Office Holders i.e. The Chairperson and the Secretary. The General Body will elect the Chairperson and Secretary through election. The roles and responsibilities of the General Body and the Office Holders are given as under:

### 7. The General Body

Every member of the LSO shall elect through majority resolution at least two members for the General Body of the LSO Network. The General Body shall convene at least one meeting bi-annually. Moreover, it may convene as many meetings as required. The quorum for every meeting of the General Body shall be 51% of its members. In case of lack of quorum, the meeting shall be again convened with a notice of 15 days. Following will be the roles and responsibility of the General Body:

- It shall approve the proceedings of the last meeting after due consideration.
- It shall consider and decide the current matters on the agenda.
- It shall formulate and approve the ToR of the Tehsil LSON.
- It shall amend or cancel the amendments according to requirement in the TOR of the Tehsil LSON.
- It shall approve the Annual Plan and Annual Budget of the Tehsil LSON.
- It shall approve the Annual Progress Report and Audit Report of the Tehsil LSON.
- It shall elect the Office Holders and accept their resignation.
- It shall consider and decide the no confidence motion against any Office Holder.
- In conformity with the aims and objectives of the Tehsil LSON, it shall formulate the methodology for cooperation with other institutions and shall approve the



membership of these institutions.

- It shall debate on the resolutions presented by the members and approve or reject the same.

#### 8. The Office Holders

On the occasion of its scheduled meetings or in any other meeting the General Body shall elect the Office Holders with consensus. The Office Holders will be elected for a two-year term. Following will be the roles and responsibilities of the Office Holders:

The Chairperson:

- Shall be the Constitutional Head of the Tehsil LSON.
- Shall be responsible to call for the meeting directly or through the Secretary.
- Shall preside over the meetings of Tehsil LSON.
- Shall approve the minutes of the last meeting.
- Shall represent the Network in meetings with government, RSP and other Civil Society Organisations
- Shall be accountable to General Body.
- Shall take steps to raise funds for the Tehsil LSON as and when required.
- Shall perform any function assigned by the General Body.

The Secretary:

- Shall preside over the meetings in the absence of the Chairperson.
- On the advice of the Chairperson, shall call for the meetings of the General Body and issue agenda for the meetings.
- Shall note down the proceedings of the meetings of the General Body and submit to the relevant body for approval in its next meeting.
- With the permission of the General Body shall coordinate with government, non-government and private sector organisations and individuals to promote the causes of the Tehsil LSON.
- Shall represent the Network in meetings with government, RSP and other Civil Society Organisations.
- Shall be the spokesperson of the Tehsil LSON and shall issue written or verbal policy statements on behalf of the Tehsil LSON.
- Shall keep records of the Tehsil LSON in his/her custody.
- Shall be responsible for the financial management of the Tehsil LSON.
- Shall be fully responsible for office matters and shall keep all stakeholders informed about them.
- Shall perform any function assigned by the Chairperson or General Body.

#### 9. Meetings

The Tehsil LSON will hold its meetings on a quarterly basis in the office of a member LSO or any other suitable place. Additional meetings could be called on a need basis. The Chairperson and the Secretary of the LSO Network will attend meetings of the Joint District Development Committee on a need basis.

## Annex F-19: Terms of Reference for District LSO Network

1. Name of the LSO Network: \_\_\_\_\_
2. Complete Address of the LSO Network, phone number & E-mail address:

---

### 3. Jurisdiction of the LSO Network

This organisation will work for the collective and individual welfare and development of the members of all the existing male and female COs/VOs and LSOs of the District \_\_\_\_\_  
Region \_\_\_\_\_

### 4. Membership

Following shall be the terms and conditions for the membership of the LSON:

- A Local Support Organisation Network (LSON) that represents the majority of LSOs in its jurisdiction on the condition that it agrees with the aims and objectives of the District LSON.
- Submit a resolution for membership and nominate its representatives in the District LSON via a resolution signed by the majority of its members.

### 5. The Goal and Objectives

The overarching goal for establishing the “District LSO Network” is to represent the voice of the member Tehsil LSONs and to influence government policies to strengthen their efforts to poverty reduction and improving the lives of their members.

The following shall be the objectives of the District LSO Network:

- To provide a joint platform to Tehsil LSONs for mutual communication and coordination at District level
- To act as voice of the community and play role of advocacy through identifying issues, gathering facts and figures and communicating to the relevant quarters for necessary action
- To provide technical guidance and advisory support to the member LSONs in order to make them dynamic, effective, efficient and sustainable using their available resources
- To support in conflict resolution within and between member LSONs as well as between LSOs and other stakeholders

### 6. Organisational Structure

The District LSO Network will be governed and managed by a General Body and two elected Office Holders i.e. The Chairperson and The Secretary. The General Body will elect the Chairperson and Secretary through election. The roles and responsibilities of the General Body and the Office Holders are given as under:

### 7. The General Body

Every member Tehsil LSO Network shall elect through majority resolution at least two members for the General Body of the District LSO Network. The General Body shall convene at least one meeting bi-annually. Moreover, it may convene as many meetings as required. The quorum for every meeting of the General Body shall be 51% of its members. In case of lack of quorum, the meeting shall be again convened with a notice of 15 days. Following will be the roles and responsibility of the General Body:

- It shall approve the proceedings of the last meeting after due consideration.
- It shall consider and decide the current matters on the agenda.
- It shall formulate and approve the ToR of the District LSON.
- It shall amend or cancel the amendments according to requirement in the TOR of the District LSON. It shall approve the Annual Plan and Annual Budget of the District LSON.
- It shall approve the Annual Progress Report and Audit Report of the District LSON.
- It shall elect the Office Holders and accept their resignation.
- It shall consider and decide the no confidence motion against any Office Holder.

- In conformity with the aims and objectives of the District LSON, it shall formulate a methodology for cooperation with other institutions and shall approve the membership of these institutions.
- It shall debate on the resolutions presented by the members and approve or reject the same.

#### **8. The Office Holders**

On the occasion of its scheduled meetings or in any other meeting the General Body shall elect the Office Holders with consensus. The Office Holders will be elected for a two-year term. Following will be the roles and responsibilities of the Office Holders:

The Chairperson:

- Shall be the Constitutional Head of the District LSON.
- Shall be responsible to call for the meeting directly or through the Secretary.
- Shall preside over the meetings of District LSON.
- Shall approve the minutes of the last meeting.
- Shall represent the Network in meetings with government, RSP and other Civil Society Organisations
- Shall be accountable to General Body.
- Shall take steps to raise funds for the District LSON as and when required.
- Shall perform any function assigned by the General Body.

The Secretary:

- Shall preside over the meetings in the absence of the Chairperson.
- On the advice of the Chairperson, shall call for the meetings of General Body and issue agenda for the meetings.
- Shall note down the proceedings of the meetings of General Body and submit to the relevant body for approval in its next meeting.
- With the permission of the General Body shall coordinate with government, non-government and private sector organisations and individuals to promote the causes of the District LSON.
- Shall represent the Network in meetings with government, RSP and other Civil Society Organisations.
- Shall be the spokesperson of the District LSON and shall issue written or verbal policy statements on behalf of the District LSON.
- Shall keep records of the LSON in his/her custody.
- Shall be responsible for the financial management of the District LSON.
- Shall be fully responsible for office matters and shall keep all stakeholders informed about them.
- Shall perform any function assigned by the Chairperson or General Body.

#### **9. Meetings**

The District LSO Network will hold its meetings on a quarterly basis in the office of a member LSO or any other suitable place. Additional meetings could be called on a need basis. The Chairperson and the Secretary of the LSO Network will attend meetings of the Joint District Development Committee.

## Annex F-19a: Tehsil Development Plan

### Tehsil/Sub-division Development Plan (TSDP)

TSDP of Tehsil LSO-N: \_\_\_\_\_ No. of Member LSOs: \_\_\_\_\_ Tehsil: \_\_\_\_\_ District: \_\_\_\_\_ Date: \_\_\_\_\_

| Sr.                                   | Description     | Main Issue/Challenge Details | Cause of Identified Issue/Challenge | Potential Development Initiative | LSO Name | Unit | Unit Cost Rate in PKR | Indicative Cost in PKR |  |  | Expected Timeframe |  | Proposed Beneficiary Households | Responsibility | Follow-up |
|---------------------------------------|-----------------|------------------------------|-------------------------------------|----------------------------------|----------|------|-----------------------|------------------------|--|--|--------------------|--|---------------------------------|----------------|-----------|
| A. Programme Activities               |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 1                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 2                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 3                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 4                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 5                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 6                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 7                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 8                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 9                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 10                                    |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| B. Mainstreaming Cross-cutting Themes |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 1                                     | HEALTH:         |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 2                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 3                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 4                                     | EDUCATION:      |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 5                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 6                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 7                                     | CLIMATE CHANGE: |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 8                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 9                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 10                                    |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| C. Self-help Initiatives              |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 1                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 2                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 3                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 4                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 5                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 6                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 7                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 8                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 9                                     |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |
| 10                                    |                 |                              |                                     |                                  |          |      |                       |                        |  |  |                    |  |                                 |                |           |

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Signature  
(Secretary T-LSO Network)

## Annex F-19b: District Development Plan

### District Development Plan (DDP)

DDP of District LSO-N: \_\_\_\_\_ No. of Member Tehsil/Sub-division LSO-N: \_\_\_\_\_ District: \_\_\_\_\_ Date: \_\_\_\_\_

| Sr.                                   | Description     | Main Issue/Challenge Details | Cause of Identified Issue/Challenge | Potential Development Initiative | LSO Name | Unit | Unit Cost Rate in PKR | Indicative Cost in PKR<br>Program Share | Other Sources | Total | Expected Timeframe<br>Start Date | End Date | Proposed Beneficiary Households | Responsibility | Follow-up |
|---------------------------------------|-----------------|------------------------------|-------------------------------------|----------------------------------|----------|------|-----------------------|-----------------------------------------|---------------|-------|----------------------------------|----------|---------------------------------|----------------|-----------|
| A. Programme Activities               |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 1                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 2                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 3                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 4                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 5                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 6                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 7                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 8                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 9                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 10                                    |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| B. Mainstreaming Cross-cutting Themes |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 1                                     | HEALTH:         |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 2                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 3                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 4                                     | EDUCATION:      |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 5                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 6                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 7                                     | CLIMATE CHANGE: |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 8                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 9                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 10                                    |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| C. Self-help Initiatives              |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 1                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 2                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 3                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 4                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 5                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 6                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 7                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 8                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 9                                     |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |
| 10                                    |                 |                              |                                     |                                  |          |      |                       |                                         |               |       |                                  |          |                                 |                |           |

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Signature (Secretary D-LSO Network)

## Annex F-20 Micro Investment Plan (MIP)

|                   |  |                             |  |                          |  |
|-------------------|--|-----------------------------|--|--------------------------|--|
| <b>Name Of CI</b> |  | <b>Number of CO members</b> |  | <b>CO Formation Date</b> |  |
| <b>Type of CI</b> |  | <b>LSO Name</b>             |  |                          |  |
| <b>Village</b>    |  | <b>Sub-Village</b>          |  | <b>Tehsil</b>            |  |
| <b>District</b>   |  | <b>MIP Preparation Date</b> |  |                          |  |

| Name | Father 's Name/Spouse | Date of Birth | Education | CNIC | PSC Score | # of Family Members | Source of Income | Available Resources | Current Income | Required Resources | Expected Income |
|------|-----------------------|---------------|-----------|------|-----------|---------------------|------------------|---------------------|----------------|--------------------|-----------------|
|      |                       |               |           |      |           |                     |                  |                     |                |                    |                 |
|      |                       |               |           |      |           |                     |                  |                     |                |                    |                 |
|      |                       |               |           |      |           |                     |                  |                     |                |                    |                 |
|      |                       |               |           |      |           |                     |                  |                     |                |                    |                 |
|      |                       |               |           |      |           |                     |                  |                     |                |                    |                 |
|      |                       |               |           |      |           |                     |                  |                     |                |                    |                 |

## Annex F-21- MIP based List for TVET interventions during VDP/UC/MC DPS formation

| Village                 | CNIC            | Name   | Inclusiveness | Available Skill | PSC-Band | Resource available | Required Resource           | Already Received TVET Training? (Yes/No) | Already Benef. of any Income Support Programme? (Yes/No) | Is Benef. Physically & Mentally Fit? (Yes/No) | Is Inhabitant of same UC? (Yes/No) | UC/MC DPS-Priority | Work Experience (in Years) | Women Headed HH (Yes/No) | Education (e.g. Illiterate, 1st, 6th, 12th etc.) |
|-------------------------|-----------------|--------|---------------|-----------------|----------|--------------------|-----------------------------|------------------------------------------|----------------------------------------------------------|-----------------------------------------------|------------------------------------|--------------------|----------------------------|--------------------------|--------------------------------------------------|
| Sabakzai No.3           | 52459-6155452-8 | Rahmah | Male          | business        | 0        | human resources    | livestock                   |                                          |                                                          |                                               |                                    |                    |                            |                          |                                                  |
| Killi Nasar             | 51340-6117032-3 | Issa   | Minority      | 10hp engine     | 1        | human resources    | hens                        |                                          |                                                          |                                               |                                    |                    |                            |                          |                                                  |
| Killi Bori Viala Gharbi | 51485-6216539-8 | Aslam  | Male          | solar system    | 2        | land               | solar system for Irrigation |                                          |                                                          |                                               |                                    |                    |                            |                          |                                                  |
| Killi Gul Shah          | 52371-6320849-1 | Akram  | Disable       | driving         | 4        | human resources    | Goat & Sheep                |                                          |                                                          |                                               |                                    |                    |                            |                          |                                                  |
| Shamshan                | 52003-6422868-4 | Rauf   | Male          | agricultural    | 4        | land               | solar system for Irrigation |                                          |                                                          |                                               |                                    |                    |                            |                          |                                                  |
| Khadar                  | 51514-6466335-7 | Asim   | Male          | driver          | 9        | human/Tailoring    | sewing machine              |                                          |                                                          |                                               |                                    |                    |                            |                          |                                                  |
| Dilsora                 | 52145-6464004-9 | Mubin  | Female        | sewing machine  | 10       | human/Tailoring    | sewing machine              |                                          |                                                          |                                               |                                    |                    |                            |                          |                                                  |

## **Annex F-22: Proposed Outline Community-Led District Development Strategy & Plan**

- 1. Executive Summary**
- 2. Acronyms**
- 3. Table of Contents**
- 4. District Map**
- 5. Messages** (Chairman District Council)
- 6. Introduction** (Goals, methodology, scope etc.)
- 7. District Overview**
  - 7.1. Demography
  - 7.2. History
  - 7.3. Geographical Features
  - 7.4. Economy
  - 7.5. Social Setup and Customs
  - 7.6. Infrastructure? Status
  - 7.7. Government and Civil Institutions at District Level
  - 7.8. List of MPAs, MNAs, Chairmen (District, Tehsil)
  - 7.9. SWOT Analysis
- 8. Context**
  - 8.1. SDGs implementation
  - 8.2. Federal and Provincial Policies and Priorities
    - 8.2.1. Baluchistan Local Government Act 2010
    - 8.2.2. Role of EU funded BRACE Project in the Overall Context
    - 8.2.3. Sustainable Development Goals [SDG implementation status (handling process, reporting system, stakeholders) in the district and how DDP will help achieve SDGs faster]
- 9. Analysis of GOB ADP Allocation Vs Spending**
  - 9.1. Budget Trend Analysis (All Line Departments, 3 years)
  - 9.2. Current Year Allocations
- 10. Development Diagnosis** (Major Issues)
  - 10.1. State of Poverty
  - 10.2. Economic Development
  - 10.3. Social Development
  - 10.4. Environment
  - 10.5. Diesters, Reconstruction and Rehabilitation
  - 10.6. Security and Rule of Law
- 11. Development Plan**
- 12. Bottom up Developing Planning** (Identification Process)
  - 12.1. Village Development Plans (VDPs)
  - 12.2. Union Council/Municipality Development Plans (UC/MC DPSs)
  - 12.3. Tehsil Development Plan (TDPs)
  - 12.4. DDP (District Development Plan)
- 13. Budgeting and Costing of the Bottom-up Plans**
- 14. Integration through Synergy Creation and Complementarities**



- 14.1. Strategic Direction; Vision and Mission
- 14.2. Main Priorities at District Level
- 14.3. Goals (Long-, Medium-, Short- term)
- 14.3.1. **Long Term Plans (Federal, Provincial)**  
**Costing:** 75million and above  
**Sectors:** Energy, Climate Change, Forestry, National Highways  
**Sources:** Federal, Provincial, District, Development Partners, Donors, RSPs, NGOs/CBOs, any other
- 14.3.2. **Medium Term Plans (Tehsil, District, Provincial)**  
**Costing:** 25 to 75 million  
**Sectors:** Projects in Forestry, Provincial Highways, Major Bridges, Secondary & Higher Education, Secondary and Tertiary Hospitals  
**Sources:** Federal, Provincial, District and grants (if any) and District Own Resources, NGOs, CBOs
- 14.3.3. **Short Term Plans**  
**Costing:** Up to 25 million?  
**Sectors:** Small projects in Primary Education, Basic Health, Water Supply, Solid Waste, Sanitation  
**Sources:** Federal, Provincial, Grants and District OWN Resources, NGOs

## **15. Drafting**

## **16. Consultations**

## **17. Approval**

## **18. Implementation**

### **18.1. Resource Mobilisation/ Methodology for Funding**

Integration in ADP, District ADP, Provincial ADP, MNA/MPA Funds, Federal PSDP, PTSMC funds, Donor funding, any other

### **18.2. Role and Responsibility**

Role of District Leadership (Chairman District Council, MNA, MPAs, Deputy Commissioner, Commissioner, SLG, Local Government Authorities, District Councils, Tehsil Councils, Union Councils, ACS Office, RSPs, Donors, Any other

## **19. Joint District Development Committee (JDDC)**

- 19.1. Lead
- 19.2. Coordinate
- 19.3. Harmonize Finance through Various Sources
- 19.4. Monitoring of the DDSP

## **20. Annexures**

- 20.1. CL-DDSP Approval Notification
- 20.2. Data of top-down GOB Plans
- 20.3. Data of bottom-up CIs plans

# Chapter 7

## COMMUNITY PHYSICAL INFRASTRUCTURE



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## **Chapter-7. COMMUNITY PHYSICAL INFRASTRUCTURE (CPI)**

### **7.1 Purpose**

The purpose of Community Physical Infrastructure (CPI) projects is to (a) improve the basic local level infrastructures and productive assets utilized as targeted by communities, (b) where applicable that these CPI improvements contribute to improved social/services delivery, and (c) provide the opportunity to demonstrate how the Local Government systems respond to the articulated community needs and voice, i.e. by making sure that the community-prioritized CPIs are considered for construction/renovation or maintenance, under a CLLG Development Programme, under the GoB CLLG Policy.

Improved community infrastructures shall enable the target communities to meet their basic needs and attain better access to public services. The communities shall identify, co-construct, operate, and manage and maintain these CPI projects. This community involvement will ensure greater sustainability of the CPI Projects, the CIs shall form Operations and Management (O&M) committees to ensure community contribution for management and maintenance of the projects, resulting in better guarantees for the continued operations and sustainability of these CPI projects.

### **7.2 General Policy and Procedures of CPI Projects**

Under the CLLG Policy, the general procedures apply to identify and implement Community Physical Infrastructure (CPI) schemes are as under:

- i. The Community Physical Infrastructure (CPI) projects may be funded under the CLLG Policy as worked out and regulated under the relevant CLLG Policy implementation arrangements, supported by the relevant Notifications issued for that purpose, and described in this CLLG Policy Implementation Manual (PIM)
- ii. Implemented through sub-granting to any of the eligible community institutions i.e., COs, VO, and LSOs.

CPIs will be identified, prioritized, implemented, and maintained by the communities themselves; CPI projects will be linked to the needs prioritized by women and men members of the communities. The need identified by women and girls, as well as marginalized groups such as minorities, persons with disability (PWD) and transgender will be given special consideration. Under CLLG-MIS automated scoring and ranking special preference shall be given to;

- a. Projects benefitting women, girls, and transgender;
- b. Minorities prioritized needs received from minority's populated area (Village/UC);
- c. Construction of worship places for minorities
- d. Specific interventions benefitting Persons With Disabilities (PWDs)

For example, interventions benefitting these segments may include the construction/rehabilitation/addition of physical infrastructures to health and educational facilities etc. Thus, the prioritized needs received from these segments shall be given maximum score in the CLLG-MIS automated scoring and

ranking criteria, under the sectors/intervention provided in Annex-H-6 and similar other interventions.

- iii. However, under unavoidable circumstances, in case of natural catastrophe, the PCRC may decide to allocate funds for community infrastructure in the disaster affected Programme districts over and above the district resource distribution formula e.g., additional/reallocated funds for a district affected by flood over and above its regular budget to construct low cost houses. Similarly, within a district, the JDDC may allocate funds over and above the UC population-based resource distribution formula for infrastructure in the disaster affected UCs.
- iv. These CPI projects will be implemented, managed, and maintained over time by the CIs through Operations and Management (O&M) committees and relevant line departments.
- v. List of the communities' identified priorities received from UCs of the respective districts will be entered in CLLG-MIS;
- vi. Based on screening and final selection criteria, list of the shortlisted projects shall be submitted to ADLG;
- vii. The ADLG shall refer the CLLG-MIS-based automated UC-wise merit list of prioritized projects to the relevant line departments to ensure that funds are not allocated from any other source for the same project.
- viii. The concerned line department shall respond within three days and shall issue a non-duplication certificate to the projects where duplication of funding from other sources is not found.
- ix. Upon receipt of list of communities' priorities with NOC granted from line departments the SMT and the Engineering team shall conduct social, technical, and environmental pre-feasibilities.
- x. Following the completion of pre-feasibilities, a detailed survey of the schemes shall be conducted, and a project proposal/digest shall be developed explaining the issue and the proposed solution, its justification and rationale, estimated cost allocation and completion time, expected outcomes, and operation and maintenance after completion.
- xi. The project Proposal/Digest shall be technically reviewed by technical specialists in the District Implementation Unit (DIU). The proposal will also be shared with the concerned Line Department for technical soundness and further duplication check as time may have elapsed in the meanwhile. If any gaps are found, the proposal will be revised as advised by the technical team and re submitted.
- xii. After review and technical sanction by DIU, JDDCs shall grant administrative approval of the CPI projects. The JDDC may send back any project for revision or reject it on the basis of noncompliance with the procedures or feasibility or any other impending major issues.
- xiii. The field team will ensure effective gender mainstreaming in infrastructure projects in designing, implementing and monitoring through the attached checklist in Annex G-5 (I).



## GOB CLLG Community Project Cycle

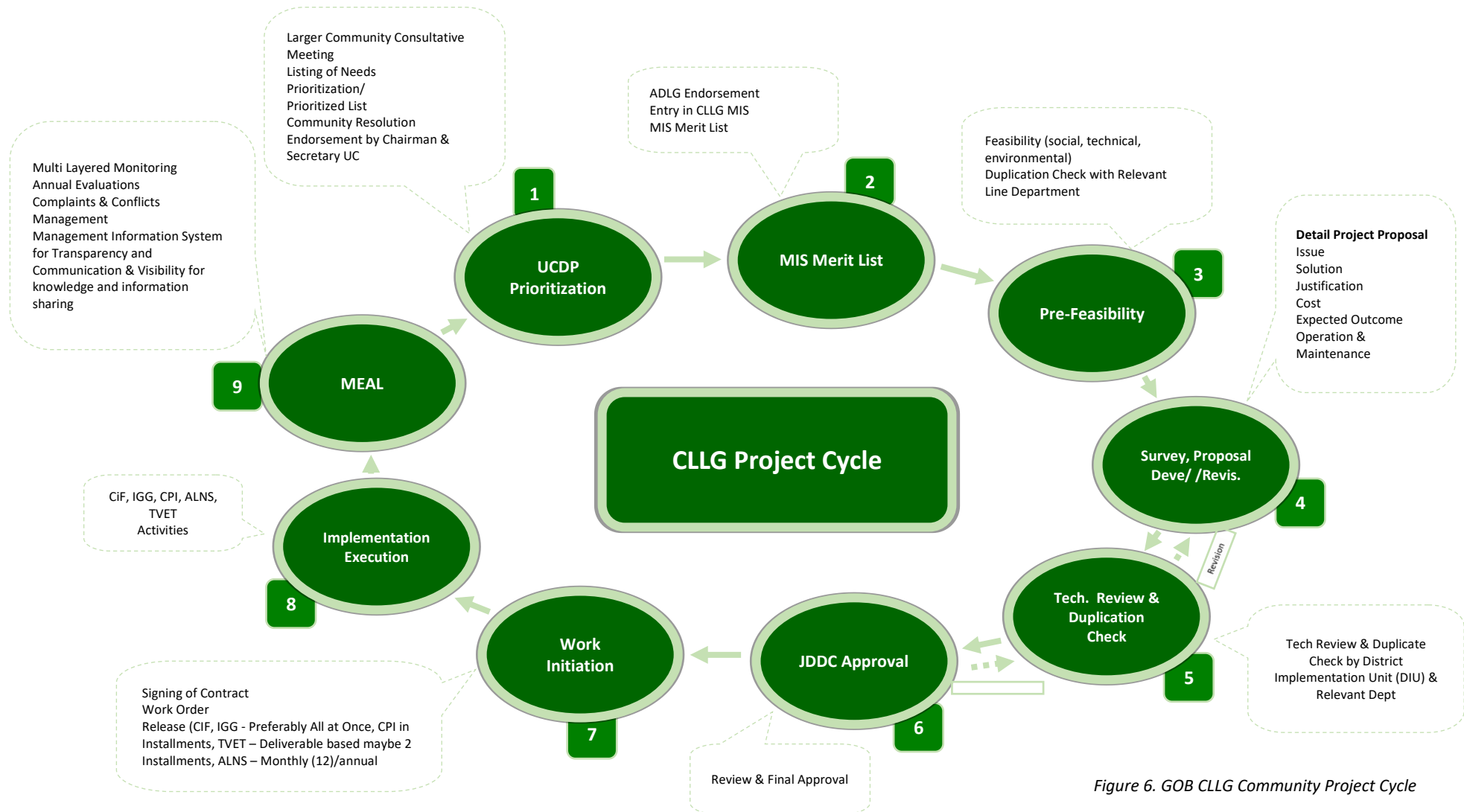


Figure 6. GOB CLLG Community Project Cycle



## **7.2.1 Objective and Procedure of CPI Sub-granting**

### **7.2.2 Objective of CPI Sub-granting**

The objective of sub-granting is to enhance the technical and management capacities of the community institutions (COs, VO, & LSOs) by enabling them to implement and maintain these community-prioritized community physical infrastructure projects, that will improve the socio-economic status of the communities at the grassroots level and will directly contribute to local level improved social services delivery.

### **7.2.3 Eligibility Criteria**

- i. To be eligible for a direct sub-grant for CPI from the CLLG Programme, Community Institutions (COs/VOs/LSOs) should meet the following eligibility criteria: The CI seeking sub-grants formed based on the concept of the CLLG Policy;
- ii. Has a track-record of continuous operations reflected from the regular meetings documented through minutes of the meetings, etc. at least for the last 3 months for newly formed CIs;
- iii. Has been notified or registered with Government authority as given in this manual;
- iv. Has a bank account and has received training in project/project account management;
- v. Is willing to form the required project committees (Project Implementation/procurement Committee, Audit Committee and Operation and Maintenance Committee)
- vi. Is willing to maintain all the required records and minutes of the meetings of these committees;
- vii. Commits that all CPI projects will also be overseen by the district administration, CLLG technical and social staff, and others as required;
- viii. Propose a CPI project costing within a range of PKR. 0.5 - 3.5 million;
- ix. Agrees to all audit requirements under CLLG modality;
- x. The CI agrees to contribute in kind or in cash in the project;
- xi. The CI commits that it will take the O&M responsibility after completion of the project and make it sustainable.

### **7.2.4 Types and Number of CPIs be Supported**

- i. In a community-driven participatory local development approach, it is not possible to determine in advance the type and number of projects to be implemented. The nature and number of CPI projects will evolve during programme implementation and will be determined by the communities as part of the social mobilisation process including needs identification, assessment, and prioritization. However, given the large number of community institutions and resource constraints, a community institution may not be given more than one sub-grant for CPI. The projects shall be awarded to CIs, based on list of prioritized projects generated by CLLG-MIS and shall be contingent on allocation of funds at UC level as per the approved formula; and
- ii. The type of CPI will be determined by the communities themselves based on the felt need and priority of the project in their UC/MC DPS. Indicative list of CPI under the CLLG Policy may include, water and sanitation, health and hygiene, missing facilities at schools and health centers, community-

managed irrigation channels, women center, disaster protection arrangements, renewable energy (solar lighting systems) street pavements, link roads, and any other such needs identified and prioritized by the communities. However, large-scale projects which the CIs cannot manage or those requiring use of advanced technology or where the communities cannot play a significant role may not be considered under the CLLG Programme. However, under special circumstances or unique projects e.g., low-cost houses may be allowed by PCRC for flood affected families on CDD model. In such cases, sperate guidelines will be issued or adjustments will be made in the current implementation procedures.

### **7.2.5 Size of Sub-grant for CPI**

- iii. Specified projects fall within the range of 0.5 to 3.5 million PKR shall be considered under CLLG Policy; and
- iv. The exact amount of each sub-grant will be determined through establishing proper “Bill of Quantity” and budget through community participation at the project feasibility stage which will be verified by SMT and Engineering Team.

## **7.3 Operational Procedures for Implementation of CPI Sub-granting**

### **7.3.1 Dialogues with Community Institutions about the CPI Sub-Grant**

As part of the social mobilisation process, the designated SMT will inform the members of the Community Institutions about the CPI grant opportunity, its purpose, procedures to access and the benefit it can bring to the community institutions and community members through their regular meetings and/or special meetings for this purpose.

Regulated by an agreed CLLG consultative planning process regarding identification of community needs, worked out in the relevant sections of the CLLG PIM, this process shall be initiated in the respective UCs of each district. In this respect, the SMT shall launch a campaign to raise awareness among the targeted populations in the CLLG area of intervention in the beginning of each fiscal year.

### **7.3.2 Need Identification for CPI Projects**

The need for CPIs will be identified at the village/settlement/muhalla level and then compiled, prioritized, and agreed at Union Council/Municipal Corporation/Committee level through the Union Council/Municipal Corporation/Committee Development Plan (UC/MC DP). The process is explained in Chapter-6 on Social Mobilisation of this CLLG Policy Implementation Manual.

In short, the need identification process will start at the CO level and each CO will submit its need for infrastructure projects to its VO. The VO will prepare the Village Settlement/muhalla level Development Plan enlisting all identified needs for infrastructure projects as part of the hard component of the development plan, including details about scope, number of beneficiaries and initial cost

estimate. VO will then prioritize its needs for the most critical infrastructure project that benefits the maximum number of households.

The list of infrastructure projects identified by VOs will be incorporated at the LSO (Union Council/Municipal Corporation/Committee) level into the Union Council/Municipal Corporation/Committee Development Plan (UC/MC DP). This will be done in consultation with all member community organisations at the UC/MC level. At each level, the respective Community Institution passes a resolution agreeing to the prioritized soft and hard needs compiled into the bottom-up plans. The format for resolution from the community institution is attached at [Annex G-1](#). The CLLG concerned staff will enter the UC/MC DP prioritized list of infrastructure into CLLG MIS. Based on criteria, the MIS will generate a UC-wise merit list. Further process is explained in the section 'General Policy and Procedures of CPI Projects' above as well as in Chapter 6 on the Social Mobilisation with even greater details.

### **7.3.3 Assessment of the Community Institutions for CPI Grant**

Upon receipt of the resolution and VDPs/UC/MC DPSs from the community institution, the SMT will undertake eligibility assessment of CIs and compile the communities' prioritized lists received from each UC. Checklist for eligibility assessment of CIs is given in [Annex G-3](#).

### **7.3.4 Project Screening and Scoring**

Only those UC/MC DPS priority needs that meet the following screening criteria shall be eligible for further consideration under CLLG Programme:

- i. Does the number of project beneficiary households exceed or equal ten?
- ii. Is the cost per beneficiary household less than or equal to 50,000 to 100,000 PKR?  
(Cost per household is considered PKR 100,000 for UCs located at least more than 30 Km away, however cost per household for UCs located within 30 Km is considered PKR 50,000.)
- iii. Is the duration of the project less than or equal to 12 months?
- iv. Are the number of project 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 <sup>6</sup>

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<sup>6</sup> In line with the first schedule of the Balochistan LG Act 2010 and to be developed LG&RD Sector Plan, any intervention identified and prioritized by communities can be addressed under the CLLG Policy however it has to be in compliance of the CLLG Policy and its implementation procedures. Small and medium scale interventions which can be executed by the community institutes and the interventions whereby the GoB Line Departments can capitalize on the mobilized CIs will fall under the CLLG Policy. This includes co-funded, co-sharing projects, both in soft and hard, in collaboration with line departments and other non-government partner. Furthermore, huge projects where the community does not have the capacity to implement, or which require sophisticated technology or engagement of professional contractor is not allowed under the CLLG Policy unless decided by the PCRC without compromising the basic policy principles.

Indicative interventions may include 1) **Income generating activities** like Community Investment Fund (CIF), Enterprise Development Fund (EDF) and livelihood infrastructure, model livestock, and agriculture interventions, dairy and fisheries etc. Income Generating Grants (IGG), 2) **Skills Enhancement** like Technical and Vocational Education Training (TVET), training, capacity building, adult literacy and numeracy, 3). **Community Physical Infrastructure** (CPI) e.g, community

- vi. Does the project's cost fall within the cost range specified by the CLLG?

Under the screening criteria, any of the above given indicator inked as “No”, will result in outright rejection of the 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 which secure maximum score will be shortlisted for funding under CLLG in that particular UC. This two-stage screening & scoring is entirely automated and shall be executed through CLLG-MIS.

The selection criteria of projects are as under.

| S.# | Indicators         | Weightage | Source/Scoring logic                                                                                                                                                              |
|-----|--------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Basic Rights       | 10%       | This includes interventions relevant to basic health, basic education and clean/safe drinking water. Basic rights will get more weightage. Annex G-10 (2)                         |
| 2   | Cost effectiveness | 5%        | Project cost will be divided per beneficiary HH. Greater cost effectiveness value gets lesser weightage against this indicator. (Annex G-10)                                      |
| 3   | UC/MC DPS priority | 30%       | Projects listed on top of the prioritized list in a UC/MC DPS by CIs get more weightage. Projects ranked lower by CIs in UC/MC DPS priority list get less weightage. (Annex G-10) |
| 4   | Inclusiveness      | 15%       | More weightages shall be given to women specific projects, projects proposed by minorities, transgender and persons with disabilities (PWDs). (See Annex G-9 and Annex G-10)      |
| 5   | Time efficiency    | 5%        | Efficient projects that can be completed in a short period get more weightage. Annex G-10 (4)                                                                                     |
| 6   | Economic Growth    | 10%       | Projects contributing to economic growth get more weightage. (Annex G-10)                                                                                                         |
| 7   | Climate Change     | 10%       | Projects contributing to climate change mitigation will be encouraged through this indicator. (Annex G-10)                                                                        |

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water supply, sanitation, street sewerage, and drainage, cleanliness and integrated solid waste, hospital waste management infrastructure, machinery and dumping sites, facility, tree plantation, health and hygiene, missing facilities at schools and health centres, community-managed irrigation channels, women centres, disaster protection arrangements, small bridges, link roads, community based innovative renewable energy solutions (solar lighting systems etc.), cemetery, worship facility etc. 4). **Micro Health Insurance.**

|   |                   |     |                                                                                                                                                                                                                                                              |
|---|-------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8 | Access Efficiency | 15% | How swiftly, the project resources can be reached from UC office (i.e., reference point where UC/MC DPS is being developed) to proposed project site. In addition, if the same distance is covered in more time, more weightages shall be given. (Annex G-4) |
|---|-------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The details of the MIS-based evaluation, including the scoring and ranking of prioritized projects, are attached as [Annex G-10](#).

### 7.3.5 Development of the Project Digest/Proposal for CPI Grant

Based on the prioritized projects and allocated funds in each UC the CLLG field team will facilitate the eligible community institutions to prepare their CPI grant project digest/proposal. The first critical part of the project digest/proposal document will include prefeasibility, an assessment of social feasibility and technical feasibility of the proposed CPI project.

The Field Engineer and Social Organizer will visit the community institution and proposed project site and shall prepare a pre- feasibility assessment report. This assessment will focus on the verification of the CPI need, expected benefits and rough cost estimates, technical feasibility, implementation capacity of the community institutions including conflict management and willingness of the community institution to implement the CPI according to the social mobilisation approach and terms and conditions of the sub-grant. Based on the findings of the pre-feasibility, the Engineering Team shall conduct a full technical appraisal and the SMT shall conduct social appraisal of the project recommended in the pre-feasibility stage. Both shall ensure that the project is socially desirable, economically viable, financially feasible, and the community is willing to implement the proposed scheme in compliance with the CLLG modality.

The Technical and Social appraisals will include:

- i. Detailed costing (with proper Bill of Quantity), and technical design of the proposed scheme, water testing report in case of Drinking Water Supply Schemes (DWSS), list of beneficiary households, fulfilling of account opening requirements, pictures before the execution of the project, copy of registration form of participants in the consensus building meeting, mechanisms and requirement for project implementation, audit and Operation & Maintenance;
- ii. The design of the infrastructure should take into account a basic environmental impact assessment, and wherever possible be adjusted to mitigate any identified negative impact considering adaptation, prevention, elimination, reduction and minimization approaches under a spirit of No-Harm, Do-Good to the environment;
- iii. The design should also reflect disaster risk reduction and management principles;
- iv. NOC will be required from the concerned department for extension or rehabilitation/restoration of government schemes/buildings e.g. School, Basic Health unit, Water Supply Scheme etc.;

- v. An affidavit from the owner of land/water, etc. for the construction of CPI expressing that there is no conflict and owner will allow use of scheme by all community members;
- vi. The assessment of social feasibility will consider the extent to which the needs of different groups have been taken into account, including men and women, girls and boys, the existence of any dispute over the prioritization, and whether the proposed intervention adheres to Do No Harm principles in terms of not increasing real or perceived inequalities but potentially reducing divisions and increasing empowerment. The willingness of the community in the shape of resolution from concerned community institution, an affidavit ensuring no conflict within the community as a result of this intervention. Verify whether all the quantifiable and none quantifiable, gender and social related direct and indirect benefits have been defined, and are realistic; and
- vii. Gender mainstreaming checklists should be filled out and records will be kept. (See Annex-H-3(2)) O&M and Co-Ownership responsibilities will be agreed and in accordance with GoB FR, and the Guidelines and Notifications issued under the CLLG Policy and its subordinate Notifications.

The grantee community institutions will be supported to develop plans to maintain the CPI looking at the financial and technical requirements. While maintenance planning should normally be feasible within the community itself, for more complex projects, communities will be supported to jointly plan maintenance with relevant line departments. Low costs and easy maintenance solutions offer the best prospect for replication.

Based on the technical and social appraisals, the engineering staff shall prepare the project digest/proposal providing all details about the design, costs, O&M requirement, labour requirements, environmental assessment, etc. Guidelines for the Project Digest/Proposal with associate annexes are attached in Annex G-4. The completed project proposals shall be submitted to DIU for onward submission to TEC for technical review.

### **7.3.6 Approval of CPI Sub-Grant**

Prior to submission of Project proposal/digest, DIU/IP based CPI Engineer and Social Mobilisation Officer shall ensure that the following pre-requisites are enforced, pre-conditions are fulfilled, and obligatory functions are performed.

- i. The need of the CPI is mentioned in the list of community priorities, generated by MIS.
- ii. The community is willing to operate & maintain the CPI as per guidelines mentioned in CLLG Policy Implementation Procedures.
- iii. The Terms of Partnership between the community organisations and the GOB is signed;
- iv. Project Committees are established (Project Implementation/procurement Committee, Audit Committee, and Operation and Maintenance Committee);
- v. The community is willing to contribute land, labour and construction materials (if needed);
- vi. The consensus of the CI members about the selection of the CPI and agree to resolve if any conflict arises during and post project implementation.;

- vii. There is no legal dispute over the site or land adjacent to the site for construction;
- viii. Technical and social feasibility, direct/indirect benefits as assessed in the project digest document;
- ix. Realistic budget, nature of intervention (i.e., assessment if the project will be manageable by the applicant community);
- x. Sustainability mechanism of the project through O&M plan beyond the project life is prepared and the CI is willing to execute;
- xi. Environmental Impact Assessment, Gender Assessment and Disaster Risk Reduction perspective are carried out; and
- xii. Water quality tests especially in drinking water CPIs for the identification and selection of safe sources of water are undertaken.

### **7.3.7 Technical Review by the District Implementation Unit (DIU) and Administrative Approval by Joint District Development Committee (JDDC)**

Each Community Physical Infrastructure (CPI) proposal will be submitted to the District Implementation Unit (DIU) for technical review. DIU will send back the deficient proposal for revision and resubmission. Some might get outrightly rejected. Other projects technically feasible will get technical sanctions. The Engineering Team shall present the CPIs in the JDDC meetings. The respective DIU will provide the necessary support to the JDDC in conducting meetings. After technical sanction, CPI proposals will be submitted to JDDC for final approval.

### **7.3.8 Signing of CPI Sub-Grant Agreement between GoB and Community Institutions**

After approval, the CIs shall be called for the signing of the contract agreement by the ADLG through DIU/IP staff. The grant agreement between GOB and CIs is attached as Annexure H-4. The template may be adjusted by Policy Implementation Unit (PIU) as required with the approval of the Project Director, PIU. The contract agreement shall be used to undertake projects under CLLG Policy only. The subject of such negotiations shall be agreed to the achievement of various project milestones and other performance targets, their delivery schedule, reporting requirements, their frequency, and the terms and conditions of releases of first, second and third installments. After mutual agreement, the contract shall be signed between the two parties, specifying the agreed terms and performance requirements. Staff will explain the agreement details to the CIs.

### **7.3.9 Transfer of Sub-Grant to the Community Institutions**

After signing the agreement and, upon receipt of funds to the district, funds from the developmental budget shall be released to CIs in three consecutive installments (i.e., 40%, 50% and 10% of government share only).

- i. After signing the grant agreement with Government for project under CLLG Programme, the CI shall submit a fund requisition form together with a resolution requesting release of the first installment comprised of 40% of government share only. The first Instalment will be credited to CIs' jointly operated account after signing the sub-grant agreement.

- ii. After the release of first installment (40%), the ADLG shall issue the work order attached as Annex G-2 to CI within 10 days to commence the work at the project site.
- iii. The second (50%) and third (10%) installment will be released based on the actual work done measured at site, proper record keeping of the project fund by the grantee institution and submission of copies of expenditure bills along with grantee institution's resolution for the next instalment.
- iv. The payments will be made to the grantee institution through crossed cheques.
- v. Final instalment (10%) will be released based on the completion of all milestones mentioned in the Project Proposal/Digest and sub-grant agreement. The grantee CI shall submit a resolution stating completion of the CPI with copies of expenditure bills to SMT. The Engineering Team will verify completion of the physical work in all respect according to the approved design and cost; verify the copies of bills submitted by grantee and issue completion certificate; and
- vi. The grantee CI shall keep records and documents relating to the sub-grant agreement for at least 5 years after the sub-grant agreement expires.
- vii. In order to ensure transparency, accountability, and ownership, the first installment cheque, along with the work order, shall be handed over to office bearers (President and Secretary) of the concerned CI in the presence of the respective communities. Similarly, the second and third instalment checks will be publicly distributed to CBO office bearers. The events must also be appropriately documented/recorded with photographs and videos, and they must be archived in the DIU of the respective district for future reference.

### **7.3.10 Provision of CPI Books of Records**

The CPI books of records (Annex G-7) to the grantee CIs will include:

- i. Details of Receipt and Payment (Cash Book);
- ii. Format for Quotations;
- iii. Comparative Statements;
- iv. Purchase Order;
- v. Measurement Books (MBs)
- vi. Material Received Note (MRN);
- vii. Stock Register;
- viii. Weekly Labour Attendance Sheet;
- ix. Muster Roll;
- x. Individual Labour Payment Form;
- xi. Details of Beneficiary Households;
- xii. Visitors' Remarks Sheet;
- xiii. Bank Statement;
- xiv. Pictures – before, during and after the project; and
- xv. Gender mainstreaming checklist.

The leaders/office bearers of Community Institutions will be responsible to maintain and update these records with the support of the Community Book Keeper (CBK)/CRP. The SMT and Engineering Team will provide on-the-job training on how to keep and maintain the CPI records updated.



### **7.3.11 Record Keeping of CPI Intervention**

The DIU will maintain separate records for the CPI interventions, and record funds disbursed to each community institution (CO/VO/LSO) as appropriate. The records maintained by DIU shall provide them with the past and current status of CPI amount disbursed and number of beneficiaries. For this purpose, all CPI related records shall be maintained in the MIS.

### **7.3.12 Monitoring of CPI Intervention**

The objective of internal monitoring is to ensure that each project implementation proceeds according to the agreed-upon work plan and without any administrative, social, financial, technical or political bottlenecks. In this regard, prior to the implementation of CI project the Social and Technical Team shall prepare a work plan mentioning social and technical activities to be undertaken within the agreed stipulated time period.

- i. An effective monitoring and reporting system shall be developed and field verification and utilisation of CPI sub-grant shall be ensured through fortnightly/monthly/quarterly progress reports;
- ii. During the implementation period, the Engineering Team will provide technical assistance, monitor the implementation process and ensure updated records are kept by the concerned grantee community institutions. The subsequent and/or final installment of the grants will be released on the basis of physical progress and satisfactory review of the record and process of implementation and;
- iii. The Engineering team shall pay regular visits to the project sites during implementation.
- iv. During the CPI implementation, the Engineering Team will regularly monitor the implementation of the CPI and ensure that the CPI is being implemented as per the approved specification and materials and labour are procured and as per the sub-grant agreement. In case of any deviation and revision required in the execution of any CPI project the following guidelines shall be followed;

### **7.3.13 Revision of CPI Projects:**

- i. Prior to implementation of project, any request for changes in the scope of the project shall be forwarded to DIU in form of a resolution by the concerned CI.
- ii. Under unavoidable circumstances, any change in the scope of the project, e.g., site is damaged by disaster or social conflicts arise in the project area of intervention, shall be referred to DIU for review. After review, technical evaluation and re-appropriation within the same project cost, the DIU shall accord technical sanction and the project will not require the approval of JDDC.
- iii. DIU is competent to categorize the projects considering the remoteness and vulnerability of the area and considering the re-appropriation of cost of transportation and scheme related items. However, the re-appropriations shall be made within the project cost.
- iv. Any change in the cost of the project concerning carriage/transport rates in remote areas shall be technically sanctioned by DIU and eventually, it shall be forwarded to JDDC for final approval.

- v. Under certain circumstances, during the implementation of the project, JDDC may approve 15% change in the scope of the project upon recommendation of DIU.
- vi. DIU shall not be authorized to make any upward revision in the cost of the project. However, certain appropriations can be made within the approved cost of the project.
- vii. JDDC and DIU shall ensure that the revisions made are consistent with the public benefit of the project.
- viii. In a specific scenario, a project is selected and approved under CLLG Policy but before implementation, the same project is funded through some other donor or government line agency. It must be noted that these will be very few cases as duplication check is made at two stages during the project approval. Under such circumstances, in the same area of intervention, the next prioritized community need in the UC merit list of projects shall be considered. In such cases, the CI shall pass a resolution mentioning the needs of the community with providing proper justification for the new project which is already mentioned in UC merit list of projects. In response, both SMT and Engineering Team shall validate the project for further process of approval.
- ix. Under unavoidable circumstances, if a project is required to be undertaken and the project falls outside the maximum limits in terms of cost and/or duration, SMT/Engineering Team shall refer such cases to DIU, after validation. In response, DIU shall check the acuteness of need supported by SMT/ Engineering Team and ensure that the project shall benefit maximum of the target population. The DIU shall forward its recommendations to JDDC for a final decision. Eventually, JDDC shall issue instructions to SMT regarding the formation of a joint consortium of CIs in the vicinity of the respective UC. In response, the SMT shall provide support in the formation of the consortium of the CIs through election or selection process. The cost shall be proportionally allocated to such projects from the share of the participating UCs.
- x. Any escalation in the project cost before the implementation shall be referred to JDDC, after technical sanction by the DIU if it is falling within the ceiling of PKR 3.5 million. But prior to technical sanction, DIU shall ensure that the justifications provided by the concerned CI in the form of resolution are valid and the newly designed project shall provide maximum benefit to the community.
- xi. In exceptional cases, projects in which there is variation resulting in price escalation beyond CLLG project cost ceiling i.e., PKR.3.5 million, shall be referred to PCRC through JDDC for consideration.
- xii. Under certain circumstances, prior to the submission of Project Proposal to DIU, any change in the design of a project shall be reviewed by the Engineering Team provided that the approved cost of the project is not changed.

## **7.4 Operational Procedures for Implementation of CPI by Community Institutions**

### **7.4.1 Formation of Project Committees**

The grantee community institution after signing the sub-grant agreement with District Administration will form the following committees from among its members:

1. Project Management Committee (PMC): The PMC will comprise of three to five members and will be responsible to implement the project, keep financial records, procure material and labour and ensure completion of the project in close collaboration with the SMT and Engineering Team. The PMC will discuss the implementation process of the project in the regular meetings of the community institution to identify and rectify gaps in implementation of the project. The Engineering Team and SMT will provide technical support to the community institutions on the quality of construction. However, it is intended that communities have the maximum ownership of the project. Both SMT and Engineering Team will assist the PMC with scrutinizing bills of quantities and organising procurement.
2. Project Audit Committee (PAC): PAC will comprise of odd numbers (for e.g., 3-5 members) and shall be responsible for verification of the receipts and payments and verify quantity and quality of construction material and safe storage; and
3. Operations and Maintenance Committee (O&MC): Upon Completion of the project, the O&MC shall oversee project operations & collect, manage, & maintain the O&M fund.

#### **7.4.2 Initiation of Physical Work on the CPI**

The CI shall be responsible for further implementation of the CPI and coordination with its member community institutions and the SMT/Engineering Team. The community institution will start the physical work on the CPI after receiving the first instalment of the sub-grant in its account. For procurement of material and labour, the CIs will follow the following guidelines:

- i. All material and labour will be procured with the approval of the Project Procurement Committee<sup>7</sup>;
- ii. Payment for material and labour costs less than PKR. 200,000 may be made against invoices without a tender;
- iii. Material and labour costing PKR. 200,000 and above will be procured by calling minimum three quotations and preparing comparative statement. In case of a single supplier, reasons shall have to be provided in the record/file;
- iv. Material and labour costing upto PKR. 1 million will be advertised on the BPPRA website, while items costing PKR. 1 million and above has to be advertised in national newspapers in addition to hoisting on the BPPRA website. Any procurement, higher than PKR. 50 million will follow the e-bidding process.
- v. On the basis of the comparative statement of quotations, the DIU/IP will place an order for purchase or payment of labour cost;
- vi. Once the goods are received, the DIU/IP will inspect them according to the terms and conditions set in the purchase order in the presence of Engineering Team;
- vii. If the goods are found according to the specification, then DIU/IP will initiate the payment process otherwise return to the supplier stating the reasons; and
- viii. The grantee community institution will maintain all the procurement related documents given in the sub-grant agreement.

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<sup>7</sup> All the CI committees including the Project Procurement Committee shall be made part of the agreement between the CI and Government.

- ix. Procurement of assets under BPPRA Rules may be difficult for CIs. Therefore, under IGG or CIF component, such procurement by CIs may be combined and assisted by DIU or IP to facilitate communities and save time.

### **7.4.3 Project Completion and O&M Mechanism**

- i. The CI will install the visibility project information board at the project site upon completion of the CPI following the CLLG, GOB visibility guidelines; PIU may design standardized project information board.
- ii. The operation and maintenance activities will be managed by the O&M committee of the grantee community institution. The field team will provide technical guidance and supportive supervision to the maintenance committee for the proper operation and maintenance of the project.
- iii. The grantee community institution will ensure that when construction of the project is completed there should be an amount equivalent to at least 3% of the total project cost contributed by the community for maintenance in the CPI sub-grant account as one-year maintenance costs of the project;
- iv. The O&M period of any type of CPI will be the same as the useful lifetime designated by local governments for similar kind of schemes constructed, operated and maintained under their domain; and
- v. The grantee community institution shall under their responsibility and as per sub-grant agreement, maintain the minimum O&M cost in their CI/CPI bank account and will keep on replenishing it until the lifetime of that CPI expires.

### **7.4.4 Technical training of community institutions on Project Management & Procurement (PMP), Financial Management (FM) and Operation & Maintenance (O&M) of the infrastructure schemes**

Under this activity, the PMP, PAC and O&M Committees will receive one day on the job training on simplified project management, procurement, financial record keeping, audit and compliance, applicable to GOB/ donors procurement procedures, O&M concepts, fundraising, technical skills and accountability to reduce any potential risks regarding the misuse of O&M funds. The relevant field team will support the CIs in preparing O&M plans and in recording and monitoring O&M fees. The communities' work on the schemes alongside SMT and Engineering Team, hence, the interface enhances their technical capacities through the transfer of knowledge, management and general skills.

Each committee has a distinct role. Project PMP ensures that project implementation is in accordance with the approved/agreed plans, design and quality, and is completed within the agreed timeframe. It supervises the ongoing work- in-progress and interacts with the market for procurements. This committee maintains all records concerning the project. The Audit Committee ensures that the project implementation complies with the overall terms and conditions of the MoU between the community organisations and government, records maintained by the PMP are accurate, transparent and complete, coordinates regularly with the PMP to ensure transparency of the procurements, if any, to ensure that materials and services are of acceptable quality, and

inspects implementation progress for quality control. Under CLLG, the Audit Committee will also be responsible for ensuring compliance with the GOB / Donors procurement procedures.

The O&M Committee establish mechanisms for maintenance of the scheme upon completion and mobilizes support and local resources for repair and maintenance and ensure that schemes remain operational and associated benefits continue in the future, O&M committees within the community institutions will be responsible for developing O&M plans, raising funds for O&M (e.g. collecting contributions from the users of the scheme regularly), transparently recording/documenting all O&M fundraising and expenditures (for submission to apex CIs, IP, Donor, government in compliance with the guidelines), coordinating O&M technical activities (e.g. hiring labour as required) and ensuring that repairs and maintenance are completed effectively and efficiently with full documentation. CLLG technical and engineering staff engage the CIs throughout the implementation period and provide on-the-job capacity building input/training as may be warranted. Monitoring is integral to the overall process, which is the responsibility of both the engineers/social organizers and the CIs.

The relevant Engineer will conduct training for the Audit committee members according to the type and nature of the CPI's.

The grantee community institution will ensure that when construction of the project is completed there should be an amount equivalent to at least 3% of the total project cost contributed by the community for maintenance in the CPI sub-grant account as one-year maintenance costs of the project;

The O&M period of any type of CPI will be the same as the useful lifetime designated by local governments for similar kind of schemes constructed, operated, and maintained under their domain.

The grantee community institution shall under their responsibility and as per sub-grant agreement, maintain the minimum O&M cost in their CPI bank account and will keep on replenishing it until the lifetime of that CPI expires.

#### **7.4.5 Handing over of CPI Projects**

Upon completion of projects, JDDC shall decide to formally handover the community owned projects i.e., drinking water supply scheme, street pavements, hand pumps, and drainage system etc. to the respective CIs. Whereas the government owned projects shall be handed over to the concerned Government Line Agency when such projects are implemented within the vicinity of government property i.e., school related missing facilities for example additional rooms, health related missing facilities i.e. labour room etc. Both the handing/taking over certificates are attached as Annex-. In this regard district administration shall ensure that UC officials have recorded the data of completed schemes in the inventory register of respective UCs.

#### **7.4.6 Installation of Project Information Board**

After completion of project, field team shall ensure that;

- i. Standard specimen of Project Information Board is followed.
- ii. Contents of the Project Information Board are correct and insignia of the government and donor is properly highlighted.
- iii. The Project Information Board is installed at an appropriate place near the project site.
- iv. To ensure maximum transparency, a large size billboard will be installed at entry/key point in each tehsil with consolidated list of projects implemented under CLLG in the entire tehsil.

# Annexures

## Chapter 7

## Chapter 7 Annexures

### Annex G Community Physical Infrastructure (CPI)

#### Annex G-I: Sample Format of Community Institution Resolution for CPI Request

|                |  |                              |  |                  |  |
|----------------|--|------------------------------|--|------------------|--|
| Name of VO:    |  | Village:                     |  | LSO:             |  |
| Union Council: |  | Total VO Members:            |  | Date of Meeting: |  |
| Tehsil:        |  | No. of Members Participated: |  | Venue:           |  |
| District:      |  |                              |  |                  |  |

#### Resolution

The members of the VO in its meeting held on \_\_\_\_\_unanimously resolved that:

- Explain how many CPI request resolutions received from member COs
- Write down the decision of selection of the CPI and the reasons for its selection
- No. of Beneficiary COs involved in execution
- Request District Administration/JDDC to approve the CPI

Signature of VO President:

Signature of VO Manager:

Recommendation by Social Mobilisation Officer: \_\_\_\_\_

(Name & Designation)

Signature Social Mobilisation Officer\_\_\_\_\_

(Name & Designation)



### Signatures of Members

| S.# | Name | Name of Father/Spouse | Signature/Thumb Impression |
|-----|------|-----------------------|----------------------------|
| 1.  |      |                       |                            |
| 2.  |      |                       |                            |
| 3.  |      |                       |                            |
| 4.  |      |                       |                            |
| 5.  |      |                       |                            |
| 6.  |      |                       |                            |
| 7.  |      |                       |                            |
| 8.  |      |                       |                            |
| 9.  |      |                       |                            |
| 10. |      |                       |                            |

## Annex G-2 Work Order

Office of the Assistant Director Local Government (Deputy Director CLLG DIU), \_\_\_\_\_

Ref No: \_\_\_\_\_ MIS Code: \_\_\_\_\_ Dated: \_\_\_\_\_

To:

\_\_\_\_\_  
\_\_\_\_\_  
(CI's Name & Address)

### Subject: Work Order, Construction of (Name of Approved / Sanctioned Scheme)

Your scheme namely \_\_\_\_\_ has been approved by the Chairperson District Council /Deputy Commissioner/JDDC forum under the CLLG Programme, amounting PKR \_\_\_\_\_ of the administrative approval granted on serial # \_\_\_\_\_. The approved amount also contains 10 % community share, PKR. \_\_\_\_\_. Hence, under the covenants of the mutual grant contract agreement, you will be entitled to receive the balance amount of PKR \_\_\_\_\_.

You are hereby advised to start physical construction work on the site with immediate effect under the direction of engineer-in-charge. The said scope of work must be completed within the stipulated time period of \_\_\_\_\_ months positively, effective from this day of \_\_\_\_\_ 20\_\_\_\_\_.

The 40% advance, amounting to PKR \_\_\_\_\_, of the total GOB CLLG share in the shape of cross cheque bearing # \_\_\_\_\_ of \_\_\_\_\_ 20\_\_\_\_\_ has been released to the CI joint bank account. However, it will be the CI's responsibility to fulfill its obligations as per the agreement signed between the two parties.

The approved scope of work is as under: (BoQ of the respective scheme is to be pasted here).

| #                        | Item of work | Quantity | Unit | Rate | Amount (PKR) |
|--------------------------|--------------|----------|------|------|--------------|
| 1                        |              |          |      |      |              |
| 2                        |              |          |      |      |              |
| 3                        |              |          |      |      |              |
| 4                        |              |          |      |      |              |
| 5                        |              |          |      |      |              |
| Total:                   |              |          |      |      |              |
| GoB (CLLG) share (90 %): |              |          |      |      |              |

The second and third installments of 40 % and 20 %, respectively, will be paid on the basis of work done, where CI will be required to submit the following support documents along with payment request:

- Bills/vouchers displaying the quantity of work done.
- Copies of stock register.
- Copies of the cash book.
- Copies of CIs' resolution with a request for 2nd or last installments.
- Quotations of procured materials.

Note: The final payments would be carried out on a work done basis according to CLLG Policy Implementation Procedures.

**The Assistant Director- Local Government (Deputy Director CLLG DIU)**

District \_\_\_\_\_

## Annex G-3: Checklist for Eligibility Assessment of Community Institution (CI) for CPI Grant

| S. # | CI Grant Eligibility Criteria                                                                                                                                                               | Status |      |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|------|
| 1.   | CI is formed based on the concept of the CLLG Programme;                                                                                                                                    | Yes *  | No * |
| 2.   | Is willing to implement CPI project under CLLG?                                                                                                                                             | Yes *  | No * |
| 3.   | Has a track-record of continuous operations reflected from the regular meetings documented through minutes of the meetings etc. at least for the last 3 months;                             | Yes *  | No * |
| 4.   | Is willing to pay 10% community share in cash or in kind?                                                                                                                                   | Yes *  | No * |
| 5.   | Has been notified or registered with any government authority as mentioned in this manual;                                                                                                  | Yes *  | No * |
| 6.   | Has a bank account and has received training in project/project account management;                                                                                                         | Yes *  | No * |
| 7.   | Is willing to form the required project committees (Project Committee, Audit Committee and Operation and Maintenance Committee), do O&M after completion, and make the project sustainable. | Yes *  | No * |
| 8.   | Is willing to maintain all the required records and minutes of the meetings of these committees;                                                                                            | Yes *  | No * |
| 9.   | Commits that all CPI projects will also be overseen by the management and technical staff of the Government/ Donor;                                                                         | Yes *  | No * |
| 10.  | Agrees to all audit requirements of GOB/ Donor;                                                                                                                                             | Yes *  | No * |
| 12.  | Approved                                                                                                                                                                                    | Yes *  | No * |

Signature of CI President/Chairperson

Date:

Signature of CI Manager/Secretary

Date: Remarks (If Any):

## Annex G-4: Guidelines for the Preparation of Project Digest/Proposal

### a. Prefeasibility Assessment

A Pre-feasibility includes the social survey and reconnaissance technical survey in collaboration with the local community. The Social Organizer (SO) will visit the Community Institution to have a formal meeting with the members. The SO will conduct the social feasibility assessment to ascertain the ability of the Community Institution to resolve conflicts, if any, before the initiation of the scheme. Afterwards, field engineers will visit the proposed project site to ascertain the technical feasibility. The community institution will record the proceedings of the meeting in their register. Both the SO and Field Engineer will submit social and technical reports respectively to the DIU/IP on the viability of the project.

The main features of the pre-social and technical feasibility report shall include the following

- i. Assessment of priority needs of the community.
- ii. Consensus of the members on the proposed communal and pro-poor schemes as a part of social feasibility.
- iii. Assessment of existing Social Organisations in the community.
- iv. Socio-Economic set up of the community.
- v. Record of the meetings and savings of the community.
- vi. Willingness of the community to accept responsibility of Operation and Maintenance of the project.
- vii. Capacity of the community to implement and maintain the project.
- viii. Technical viability/feasibility of the project.
- ix. Expected benefits of the project.
- x. Environmental assessment of the projects and impacts on the environment if any.
- xi. Affidavit on a notarized stamp paper to be given by landowner (if land is required) as donation.

Typical contents of a Pre-feasibility for a project proposal digest are as under:

|                    |  |                  |  |                       |  |
|--------------------|--|------------------|--|-----------------------|--|
| <b>Name of CO:</b> |  | <b>Village:</b>  |  | <b>Union Council:</b> |  |
| <b>Tehsil:</b>     |  | <b>District:</b> |  |                       |  |

#### Scheme Estimate Profile (Pre-feasibility)

Description of Scheme:( Length, Breadth, Volume etc.): .....

Brief History / Objective: .....

Note: The history should indicate whether it is a new scheme, old scheme or extension. Why this scheme is needed and how it will benefit the community.

| Type of Scheme |                |           | Man-Days |           |
|----------------|----------------|-----------|----------|-----------|
| New            | Rehabilitation | Extension | Skilled  | Unskilled |
|                |                |           |          |           |

| Date of Estimate Prepared | Estimated Cost | Maintenance Cost | Material Cost | No. of Beneficiary HH | Labour Cost |
|---------------------------|----------------|------------------|---------------|-----------------------|-------------|
|                           |                |                  |               |                       |             |
|                           |                |                  |               |                       |             |
|                           |                |                  |               |                       |             |
|                           |                |                  |               |                       |             |
|                           |                |                  |               |                       |             |

## **b. Preparation of the Project Digest/Proposal**

On the basis of the pre-feasibility report submitted by the social organizer and field engineer formal project digest & proposal preparation including technical survey, design, quantities and cost estimates, and feasibility proposal will be initiated.

- i. Technical Survey: The field engineer will conduct a detailed technical survey of the project. The community institution will nominate the required number of members to assist field engineer during the survey. The community institution members will select the proposed site and alignment of the project unanimously, as they will be responsible for providing the required land free of cost. The recommendations of technical survey will not be changed unless otherwise required for technical reasons, but not without consent of the community institution members.
  - Environmental Assessment: Prior to implementation, the Engineering Team shall undertake environmental assessment of the project. in line with the prevailing environmental protection act of the Pak EPA for environmental & social clearance to the proposed CPI. The environmental assessment aims to: Prevent significant negative environmental impacts;
  - Decrease potential negative impacts through adaptations in project design or execution;
  - Enhance the positive impacts of projects;
  - Protect environmentally sensitive areas;
  - Anticipated negative impacts if any and mitigation measures will be documented and shall be part of the proposal.
- ii. Design and Estimates: After completing the survey, the Engineering Team will design the project, prepare survey report, necessary drawings, and quantities & cost estimates. During the preparation of Project Proposal/Digest quantities and cost estimates shall be based on the standard specifications and prevailing market rates or item rates in the Composite Schedule of Rates (CSR)/Market Schedule Rate (MRS) depending on the financial procedures agreed to be adopted (Implementation Partner, GoB, Donor). Cost estimates shall be prepared jointly by community members and field engineers according to the prevailing market rates of labour and material needed. Each construction

item will be separately estimated and monetized. Man-days of the skilled and unskilled labour will also be worked-out by adopting standard specifications and labour cost will be estimated on the basis of prevailing market rates. The design and estimates should be discussed with the community institution members in their general body meeting.

- iii. **Project Digest Proposal:** The Engineer at DIU will go through the pre-feasibility report, survey report, drawings, design and estimates, and make necessary adjustments/amendments if so required. He will prepare a project proposal including social, technical, environmental and financial/economic viability of the project. The project proposal shall be reviewed by the SMT and Engineering Team against the gender assessment checklist [Annex – H-3(2)] will also be a part of project proposal. Project proposal will also include the detailed cost of the project. Item -wise cost of the materials and labour will be given in a tabular form. Total project cost, and community contribution in cash or in kind (10%). The annual Operation and Maintenance Cost of the project will also be estimated. A project Post Intervention Plan annex at H-3(3) will also be a part of the proposal. The proposal should include signed minutes of the meeting with the community institution where design and estimates and proposed operation and maintenance plans were discussed. The proposal document of the CPI project will be expected to be accurate and detailed enough to serve as a baseline for subsequent impact assessment. Infrastructure Engineer DIU will submit the draft proposal to TEC for review and technical sanction. After technical sanction, the proposal will be submitted to JDDC for approval.

The Project Digest/Proposal will also include Implementation Guidelines /Terms of reference agreed with the community institution. The terms of reference will be signed in the general body meeting of the community institution, where responsibilities of the community institution, and government shall be clearly spelled out. Sample Terms of Reference is annexed at H-3 (4).

Typical contents of a project proposal digest are tabulated as under:

### **Project Digest Contents**

- Title Page
- Project Summary (one page)
  - Project Location and Description
  - Description of the area
  - Cost Estimates (Total cost, CO and CLLG, GOB contributions)
  - Project Justification (Benefits, NPV, B/C Ratio, IRR)

### **Introduction**

- Project Location and Description
- Project Identification
- Objective of the Project
- Social Organisation
- Socio-Economic Setup

### **Design and Cost Estimates**

- Design
- Quantities & Cost Estimates

- & M Plan
- Minutes of meeting with CO
- Environmental Assessment
- Project Implementation/Management
- Project Construction/Purchase/Implementation, O&M, Audit Committees
- Cost-Benefit Analysis
- Project Costs
- Project Benefits Measures of Project Worth

## List of Tables

Table-1: Capital Cost

Table-2: Summary of Costs

Table-3: Net Present Value

Typical Format of a project proposal digest has to be as under:

Project Summary (One Page):

Project Location & Description: -----

Description of the Area: -----

Estimated Cost: -----

Total Cost: -----

CI Contribution: -----

Contribution of CLLG, GOB: -----

Project Justification: -----

Benefits: -----

Net Present Value (NPV): -----

Benefit - Cost Ratio: -----

Internal Rate of Return (IRR): -----

Introduction:

Project Location & Description: -----

Project Identification: -----

Objective of The Project: -----

Social Organisation

| Name Of CI | Date Of Formation | No. of Beneficiary HH | No. of Members | Total Saving (Rs.) | Type Of Scheme | Total Cost (Rs.) | Name Of President | Name Of Manager |
|------------|-------------------|-----------------------|----------------|--------------------|----------------|------------------|-------------------|-----------------|
|            |                   |                       |                |                    |                |                  |                   |                 |
|            |                   |                       |                |                    |                |                  |                   |                 |
|            |                   |                       |                |                    |                |                  |                   |                 |
|            |                   |                       |                |                    |                |                  |                   |                 |

## Socio - Economic Setup

|                                                             | Details                                                           |
|-------------------------------------------------------------|-------------------------------------------------------------------|
| Name of Location                                            |                                                                   |
| Village                                                     |                                                                   |
| Union Council                                               |                                                                   |
| Tehsil                                                      |                                                                   |
| Distance from                                               |                                                                   |
| Total Households                                            |                                                                   |
| Population                                                  |                                                                   |
| Beneficiary Households                                      |                                                                   |
| Total Beneficiary Population<br>(Gender Disaggregated data) | Male ---- Female ---- Boys ---- Girls ---- Disable<br>persons---- |
| Major Occupation:                                           | Business * Agriculture * Labour *                                 |
| Area falls in                                               | Irrigated * Rain Fed * Hilly area *                               |
| Major Crops                                                 |                                                                   |
| Land Holding                                                | Farmer Below 12.5 acre ---- Land less---- Farmer<br>Above ----    |
| Approximate no of Livestock:                                |                                                                   |
| Presence of School (Boys and<br>Schools)                    |                                                                   |
| Priority of Community needs:                                |                                                                   |

Design & Cost Estimates:

Design: -----

Quantities & Cost Estimates: -----

O & M Plan: -----

Environmental Assessment:

-----

Project Implementation:

-----

Project Management:

- Project/Works Committee & Maintenance Committee: -----

-----

- Audit Committee: Economic Analysis:

Project Costs

Total Cost: -----

Annual Maintenance Cost: -----



## Summary of Cost

|                                            |  |                        |  |
|--------------------------------------------|--|------------------------|--|
| <b>Name of Region:</b>                     |  | <b>Field Unit:</b>     |  |
| <b>Union Council/<br/>Revenue Village:</b> |  | <b>Tehsil:</b>         |  |
| <b>District:</b>                           |  | <b>Name of<br/>CI:</b> |  |
| <b>Type of Scheme:</b>                     |  |                        |  |

| <b>Particulars</b> | <b>Estimated Cost<br/>(Rs.)</b> | <b>CI Contribution<br/>(Rs.)</b> | <b>Contribution Of CLLG<br/>Programme ( Rs.)</b> |
|--------------------|---------------------------------|----------------------------------|--------------------------------------------------|
|--------------------|---------------------------------|----------------------------------|--------------------------------------------------|

|                   |  |  |  |
|-------------------|--|--|--|
| <b>A) Labour:</b> |  |  |  |
| <b>Skilled:</b>   |  |  |  |
| <b>Unskilled</b>  |  |  |  |
| <b>Sub Total</b>  |  |  |  |

|                           |      |   |   |
|---------------------------|------|---|---|
| <b>B) Material:</b>       |      |   |   |
| <b>i)</b>                 |      |   |   |
| <b>ii)</b>                |      |   |   |
| <b>iii)</b>               |      |   |   |
| <b>Vi)</b>                |      |   |   |
| <b>Sub Total</b>          |      |   |   |
| <b>Total A+B</b>          |      |   |   |
| <b>Cost Of Sign Board</b> |      |   |   |
| <b>Grand Total</b>        |      |   |   |
| <b>Percentage</b>         | 100% | % | % |

## Annex G-5 (1): Check List for Gender Assessment in Project

The SMT will collect and complete the following information from the community:

| Project Stages                                           | Gender Consideration                                                                                                                                                                                                                                        | Tick, if relevant | Proposed Compliance Required                                                                                                                                                                                                 | Tick, if proposed |
|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Situation Analysis-<br>Project identification and design | Are women sensitized to meet their specific need through identification of CPIs                                                                                                                                                                             |                   | Ensure that CLLG Programme discussed in women activists' conferences and co meetings                                                                                                                                         |                   |
|                                                          | Has specific and relevant information been collected on issues for men and women in relation to the problem/project, are projects are women friendly                                                                                                        |                   | Ensure that project feasibility contains collection and description of all gender issues associated with the project background, and before project execution assure that project and its location is comfortable for women. |                   |
| Project Strategy, Implementation and Management          | Do the project implementation activities have significant representation of both men and women from the community as equally as possible, in project execution? And ensure maximum involvement during project implementation from assessment to completion. |                   | Propose appropriate ways to encourage and enable women to participate in the project's execution effectively.                                                                                                                |                   |
| Project Operation and Maintenance                        | Are women included in the women specific projects like hand pumps, and drinking water reservoir Project Operation & maintenance mechanism?                                                                                                                  |                   | Ensure in these projects that at least one member of the O & M committee is a woman.                                                                                                                                         |                   |

## Annex G-5 (2): Post Intervention Plan

General Considerations:

Main features of O&M committee:

Capacity Building of O&M Committee:

Responsibilities of Government staff:

Record Keeping:

O&M status reporting:

CPI scheme Bank Account:

Implementation Strategy:

|                                              |  |
|----------------------------------------------|--|
| Sustainability                               |  |
| Conduct Meetings with Community/Beneficiary  |  |
| Households for the purpose of sustainability |  |
| Beneficiary households and CO members        |  |
| Annual and quarterly fees                    |  |
| separate account                             |  |
| Detail of annual O&M cost and other expenses |  |
| Maintenance Cost of the Project Rs. XXXX     |  |

### **Annex G-5 (3): Implementation Guidelines /Terms of Reference**

This agreement is made between (GoB ADLG/IP) and Community Institution (Name of CI) of Revenue Village/Union Council (Name of RV/UC) on this date of (DD/MM/YY) for implementation and post project management and maintenance of (Name of CPI) located at (Name of the place of CPI). The ADLG/IP and the CI agreed that:

- The CI will meet all kinds of skilled/unskilled labour (especially women) cost for completion of the scheme. In addition to that, the CI will also contribute Rs for implementation of the scheme.
- The financial support received by the CI from CLLG Programme GOB is a one-time contribution for implementation of the CI physical infrastructure scheme. CI will complete the work within the estimated financial support and will not demand additional amounts.
- After completion of scheme, CI will manage all kind of repairs and maintenance and also collect Rs annually from the beneficiaries for its repair and maintenance.
- No compensation will be paid by CLLG Programme GOB or any other financing agency against the land utilized for scheme construction.
- During construction, the instructions of the field engineers will be followed.
- It is the responsibility of every member of the CI to monitor the expenditure of the scheme.
- The cost expenditure of the scheme will be released in installment. The CI will pass a resolution (signed by at least 75% of the members) for release of each instalment, duly signed by the respective Field Engineer and Social Organizer. The last instalment will be paid after satisfactory completion of the scheme.
- The CI will be responsible for proper storage of the construction materials and observe necessary precautions during movement/transportation of these materials.
- The CI will nominate two members to deal in bank transactions for the purchase of construction materials.
- At the request of field team, the CI will provide details of expenditure of previous installment. These details should be recorded in a register.
- The CI will not sublet the construction work to contractors within or outside the village. However, only for exceptional projects, professional contractor and sophisticated machinery may be engaged with the approval of PCRC, without compromising CLLG Policy principles and in compliance to Govt. procedures.
- In case of sub-standard work, the Field Engineer / SO may stop the payments and can deduct the amounts from the estimated cost which has not been utilized by the CI.
- If the items included in the estimate are not available in the market, the CI may request RSP staff for assistance.
- CLLG Programme GOB has the right to amend its terms of partnership when required.
- The CI will submit the resolution for the release of final instalment to CLLG DIU only upon 100 % physical completion of works.

- The CI will complete the CPI project within the agreed time period.
- In case of any social conflict, the CI will itself resolve the same and may seek support from SMT as and when required.
- If due to some reason the CPI project remains incomplete, then either the CI members or the members of construction committee will be responsible for the same and District Administration/ADLG Office will be authorized to recover the entire project scheme cost from CI, as agreed and approved.
- District Administration/ADLG/IP doesn't take responsibility for any accident that may occur on the project site during implementation.
- The operation and maintenance of the completed CPI project will be the responsibility of the CI.

Signature President: -----

Signature Assistant Director Local Government (Deputy Director CLLG DIU): -----  
-----, For and on behalf of JDDC

Name: \_\_\_\_\_ Designation: \_\_\_\_\_ Signature: \_\_\_\_\_

## Annex G-5 (4): Details of Cost Expenditure of Scheme

|                                       |  |                           |  |                       |  |
|---------------------------------------|--|---------------------------|--|-----------------------|--|
| Name of CI:                           |  | Name of CI Scheme:        |  | Total Cost in Rs:     |  |
| Share of CI in (Rs.):                 |  | Approved Cost:            |  | Cost for Sign Boards: |  |
| Share of CLLG Programme GOB in (Rs.): |  | Date of ToP               |  | Venue:                |  |
| Starting date of scheme               |  | Expected Completion Date: |  |                       |  |

| Name of field staff for discussion: |             |           |             |
|-------------------------------------|-------------|-----------|-------------|
| Name                                | Designation | Signature | CNIC number |
|                                     |             |           |             |
|                                     |             |           |             |

| Name and signatures of Project Implementation committee |                          |            |             |
|---------------------------------------------------------|--------------------------|------------|-------------|
| Name                                                    | Designation/Organisation | Signatures | CNIC number |
|                                                         |                          |            |             |
|                                                         |                          |            |             |
|                                                         |                          |            |             |

| Name and signatures of Project Procurement committee |                          |            |             |
|------------------------------------------------------|--------------------------|------------|-------------|
| Name                                                 | Designation/Organisation | Signatures | CNIC number |
|                                                      |                          |            |             |
|                                                      |                          |            |             |
|                                                      |                          |            |             |

| Name and signature of Audit committee |                          |            |             |
|---------------------------------------|--------------------------|------------|-------------|
| Name                                  | Designation/Organisation | Signatures | CNIC number |
|                                       |                          |            |             |
|                                       |                          |            |             |
|                                       |                          |            |             |

| Name and Signature of O&M committee |                          |            |             |
|-------------------------------------|--------------------------|------------|-------------|
| Name                                | Designation/Organisation | Signatures | CNIC number |
|                                     |                          |            |             |
|                                     |                          |            |             |
|                                     |                          |            |             |

## Annex G-6: Sub-grant Agreement Between Local Government (LG) & Community Institution (CI)

This Agreement is made on this day of \_\_\_\_\_ between the (Assistant) Director Local Government of the District \_\_\_\_\_ Government of Balochistan (hereinafter referred to as the "First Party") which expression unless the context otherwise requires shall include his legally appointed authorities representatives and successors -in-office of the first party and the \_\_\_\_\_ through its president \_\_\_\_\_ having its registered office at \_\_\_\_\_ (hereinafter referred to as the "Second Party"), which expression, wherever the context so permits shall mean and include its associates, successors in interests, permitted representatives and assigns of the second party.

WHEREAS, the First Party desires to carry out the development work and the Second Party agreed to implement the development work, supported financially by the First Party, with the maximum of the 90 % percent (hereinafter referred to as the "government grant/fund"), with the minimum (ten percent) 10% contribution by the Second Party, in cash or kind i.e. in shape of labour, providing raw materials or other services towards the completion of development work, as the case may be, (hereinafter referred to as the "Contributed Fund"), on such terms and condition as specified under this Agreement.

NOW, THEREFORE, the parties hereby agree as follows:

### 1. Commencement, Duration and extension of agreement:

- 1.1 This agreement shall commence from the day on which the parties signed this agreement.
- 1.2 The duration of this Agreement shall be \_\_\_\_ Months which shall not be more than 12 months.
- 1.3 Notwithstanding anything contained in clause 1.2, this Agreement may be extended, from time to time, with mutual consent of the parties and subject to the approval of Review Committee, constituted by the Local Government and Rural Development Department, Government of Balochistan.

### 2. Funds:

The total amount with the maximum Government fund and minimum of contributed fund, shall be rupees: 0000 + 0000 = 0000, which shall be requisitioned by the Second Party, through Fund Requisition Form, as specified in Annex: "I".

### 3. Mode of payment:

- 3.1 The payment from Government Fund to the Second Party by the First Party shall be as follows:  
First installment: (40%) Rs. \_\_\_\_\_  
Second installment: and (40%) Rs. \_\_\_\_\_  
Final installment: (20%) Rs. \_\_\_\_\_  
Total Rs. \_\_\_\_\_
- 3.2 The First Party shall pay the first installment to the Second Party at the time of signing of this Agreement.
- 3.3 The second installment shall be paid to the Second Party, at the time of submitting a narrative report as well as financial report, as specified at Annex "II" and "III", respectively, to the First Party.
- 3.4 The final installment shall be made to the Second Party at the time of submitting final report as specified at Annex "IV"
- 3.5 All these payments shall be made to the Second Party, after submitting the Funds Requisition Form, as specified at Annex "I", subject to proper verification and due satisfaction of the First Party.

- 3.6** All the payments to the Second Party shall be made through crossed cheques, under proper acknowledgment receipt and witnessed by representatives of the Second Party, in the designated bank account of the Second Party, jointly operated by the President and Secretary of the Second Party, with the following Particulars:

Bank Account No: \_\_\_\_\_

Title of Account: \_\_\_\_\_

Bank Name: \_\_\_\_\_

Branch: \_\_\_\_\_

#### **4 Responsibility of the First Party:**

The responsibilities of the First Party are to:

- a. carry out the external audit of narrative report, financial report and final report submitted by the Second Party;
- b. visit the sites where the developmental work is in progress and to examine or peruse all the relevant records for the purpose of monitoring, evaluation, and audit;
- c. ensure that the respective district technical line department shall provide engineering support to the Second Party for the purpose to assessment the work quality and for implementation of the development works;
- d. ensure, before granting the Government Fund to the Second Party, that whether the development work is already covered by the relevant departments of the district government;
- e. conduct random checking of the development work, as and when required;
- f. appoint auditor, monitor or evaluator, as the case may be, for the purpose of audit, monitoring or evaluation of the development work;
- g. ensure that the implementation of the development work is being carried out in conformity to the giving design, drawings, sketches, specifications and engineering standards; and
- h. proceed against the Second Party in accordance with the relevant laws, for the time being in forced, and recover the Government fund allocated or deposited to the second, in case of any embezzlement, miss appropriation and non-compliance, as the case may be, noticed by the First Party.

#### **5. Responsibility of the Second Party:**

The responsibilities of the Second Party are to:

- a. provide the Contributed Fund for the implementation of the Agreement;
- b. obtain and retain receipts on file for all expenditure incurred and payments made on prescribed voucher and registers for audit, including independent third-party auditors. Such records shall be maintained for a minimum of seven years or until after three years after the audit takes place, whichever is later;
- c. allow and support access for the First Party and its representatives to the sites where development work is carried on and to all relevant records for the purposes of monitoring, evaluation, and audit;
- d. submit the narrative report, financial report and final report, as specified under this Agreement;
- e. submit interim progress reports, as and when required;
- f. return all un-expended funds to the First Party, through cross cheque, on submission of final (completion) report;



- g. make representative or office bearer available to meet with answers and questions and provide management information to the auditors, monitors or evaluators, as the case may be, appointed by the first Party;
- h. make the implementation of the development work strictly in conformity in the giving design, drawings, sketches, specifications, and engineering standards;
- b. restrict himself from making any changes or modifications to the given design, specifications and engineering standards, without the prior approval of the first Party;
- c. bear additional costs, in case the development work does not complete in the available or agreed resources of the Government Fund and Contributed Fund in shape of a grant;
- d. ensure safe custody of all materials brought to the site of development work, against any loss, damage, theft, pilferage, misuse, etc;
- e. maintain an onsite register to be unknown, as registered of material, reflecting stock balance of all items of development works, including daily issuance, etc;
- f. maintain and repair the development works done by it after the completion of the development work;
- g. provide adequate supervision of and care for the development work; and
- h. avoid embezzlement, miss appropriation and noncompliance with the design and quality of the material used for the development work.

Law Governing Agreement:

This Agreement shall be governed by the laws of Pakistan, for the time being enforced.

## **7. Force Majeure:**

The parties shall not be responsible for any delay in fulfillment of the obligations under this Agreement due to circumstances of Force Majeure, such as acts of Allah, war, riots, civil commotion, strike, lock outs and other circumstances and disturbances, which are beyond the control of both the Parties. Any Party unable to fulfill the obligations under this Agreement shall immediately within one week inform other Party of the beginning and discontinuation of such circumstances. In the case of fulfillment of the obligations, the time of limit shall be extended for a corresponding period of time.

## **8. Dispute Resolution:**

- 8.1** The Parties shall attempt in good faith to negotiate a settlement of any dispute between them arising out of or in connection with this Agreement.
- 8.2** In the event that a dispute arises between the Parties, that cannot be settled amicably, the dispute shall be referred to arbitration by a single arbitrator to be appointed by each Party.
- 8.3** In case the dispute cannot be resolved by the arbitrators, as so appointed, the matter shall be referred to the Divisional Director Local Government of concerned Division for resolution. The decision of such Divisional Director LG shall be final and binding on both the Parties.
- 8.4** The development work shall not be ceased or delayed during the process of settlement of the dispute between the Parties.

## **9. Termination of Agreement:**

- 9.1** The First Party may, at any time upon giving the Second Party thirty (30) days prior written notice, terminate this Agreement and in case the Second Party intends to terminate this Agreement, the Second Party shall also give a thirty (30) days prior written notice to the First Party.
- 9.2** This Agreement shall be terminated in the following events:
- (a) any changes occur which, in the opinion of the First Party, impair significantly the value of the development work.
  - (b) in case of any change of the First Party's policy priorities within which the development work is to be delivered, or the Government Fund and Contributed Fund available is insufficient to finance the development work.
- 9.3** Upon the termination of this Agreement, the Second Party shall provide to the First Party the narrative reports and financial report (including invoices and receipts), up to the date of such termination.
- 9.4** Consequent upon the termination, the Second Party shall reimburse the total or unspent government funds, as the case may be, to the First Party. In case this Agreement is terminated due to any fault of the Second Party, the First Party shall have the right to declare the Second Party as blacklisted and no agreement shall be executed with them in the future. In addition, the Second Party may recommend to the Registering Authority to cancel its registration.

## **10. Notices**

- 10.1** Any notice given under the provisions of this Agreement shall be in writing and if sent by registered mail and shall be deemed to have been served on the following days i.e., date of posting, appropriately addressed as given below. If notice is sent by telex or fax, it shall be deemed to have been served when transmissions thereof to the appropriate telex or fax number sent out below has been received.
- 10.2** Upon the issuance of the notice, all ongoing transactions shall be completed by the Second Party within the said notice period, provided however new transactions may be initiated within the first thirty (30) days of the notice period. Upon the expiry of the said thirty days of the notice period, no new transactions shall be accepted.

To the First Party:

AD LG&RDD (Focal Person)

To the Second Party:

Name of President of CI

IN WITNESSES WHEREOF, both the Parties hereto have herein set their hands and seal the day and year first written above:

For and on behalf the First Party

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

for and on behalf of the Second Party

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Designation: AD LG&RDD, District

WITNESSES:

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

CNIC: \_\_\_\_\_

Signature: \_\_\_\_\_

Designation: President of CI

WITNESSES:

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

CNIC: \_\_\_\_\_

Signature: \_\_\_\_\_

## Annex-I Funds Requisition Form

Project Code: \_\_\_\_\_  
Name of the CBO: \_\_\_\_\_  
Name of the Project: \_\_\_\_\_  
Location of Project: \_\_\_\_\_ Name of Village \_\_\_\_\_  
Union Council \_\_\_\_\_ Village Council \_\_\_\_\_  
Tehsil \_\_\_\_\_ District: \_\_\_\_\_  
CBO Bank Account Title: \_\_\_\_\_  
CBO Bank Account Number: \_\_\_\_\_  
Bank Name: \_\_\_\_\_  
Bank Branch Address: \_\_\_\_\_

|                              |                          |
|------------------------------|--------------------------|
| Project Total Cost _____     | GoKP Share _____         |
| Funds already received _____ | Balance GoKP Share _____ |
| Amount Requested _____       | Installment # _____      |
| Amount in Word :             |                          |

President of CBO

Name \_\_\_\_\_

Signature \_\_\_\_\_

Secretary of CBO

Name \_\_\_\_\_

Signature \_\_\_\_\_

(Resolution from CBO for the request of 1st installment must be attached with this form)

**Annex-II****Narrative Report**

Project Code: \_\_\_\_\_

Reporting Period \_\_\_\_\_

Name of the CBO: \_\_\_\_\_

Name of the Project: \_\_\_\_\_

A. Activity during this period : \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

B. Achievement of milestones:

| S. No. | Milestones        | Target Set | Percentage completed |
|--------|-------------------|------------|----------------------|
| 1      | Milestone # ..... |            | %                    |
| 2      | Milestone # ..... |            | %                    |
| 3      | Milestone # ..... |            | %                    |
| 4      | Milestone # ..... |            | %                    |
| 5      | Milestone # ..... |            | %                    |

I certify that the above information is correct and complete.

President of CBO

Secretary of CBO

Name \_\_\_\_\_

Name \_\_\_\_\_

Signature \_\_\_\_\_

Signature \_\_\_\_\_

(Field Engineer from POE will provide support during the preparation of this report)

**Annex-III****Financial Report**

Dated \_\_\_\_\_ Project Code: \_\_\_\_\_

Period \_\_\_\_\_

Name of the CBO: \_\_\_\_\_

Name of the Project: \_\_\_\_\_

| Budget Line | Agreed Budget | Expenditure till last report | Expenditure this report | Total Expenditure |
|-------------|---------------|------------------------------|-------------------------|-------------------|
| (Item 1)    |               |                              |                         |                   |
| (Item 2)    |               |                              |                         |                   |
| (Item 3)    |               |                              |                         |                   |
| (Item 4)    |               |                              |                         |                   |
| (Item 5)    |               |                              |                         |                   |
| (Item 6)    |               |                              |                         |                   |
| (Item 7)    |               |                              |                         |                   |
| Total       |               |                              |                         |                   |

We certify that the above financial information is correct and complete.

President of CBO

Secretary of CBO

Name \_\_\_\_\_

Name \_\_\_\_\_

Signature \_\_\_\_\_

Signature \_\_\_\_\_

(Field Engineer from POE will provide support during the preparation of this report)

**Annex-IV****Final Report**

Dated \_\_\_\_\_

Project Code: \_\_\_\_\_ Period \_\_\_\_\_

Name of the CBO: \_\_\_\_\_

Name of the Project: \_\_\_\_\_

| Budget Line | Agreed Budget | Expenditure till last report | Expenditure this report | Total Expenditure |
|-------------|---------------|------------------------------|-------------------------|-------------------|
| (Item 1)    |               |                              |                         |                   |
| (Item 2)    |               |                              |                         |                   |
| (Item 3)    |               |                              |                         |                   |
| (Item 4)    |               |                              |                         |                   |
| (Item 5)    |               |                              |                         |                   |
| (Item 6)    |               |                              |                         |                   |
| (Item 7)    |               |                              |                         |                   |
| Total       |               |                              |                         |                   |

We certify that the above financial information is correct and complete

President of CBO

Secretary of CBO

Name \_\_\_\_\_

Name \_\_\_\_\_

Signature \_\_\_\_\_

Signature \_\_\_\_\_

## Annex G-7: Books of Records

### Details of Receipt and Payment (Cash Book) Cash Book

[illegible]

Quotation

|                                  |  |                                        |  |                           |  |
|----------------------------------|--|----------------------------------------|--|---------------------------|--|
| <b>CLLG-MIS<br/>Scheme Code:</b> |  | <b>Quotation Reference<br/>Number:</b> |  | <b>Union<br/>Council:</b> |  |
| <b>Name of<br/>Shopkeeper:</b>   |  | <b>Date</b>                            |  | <b>Tehsil:</b>            |  |
| <b>Address (Shop):</b>           |  |                                        |  | <b>District:</b>          |  |
| <b>Phone/mobile<br/>number:</b>  |  |                                        |  |                           |  |

| Name of Buyer | Name of Organisation | Designation |
|---------------|----------------------|-------------|
|               |                      |             |

[illegible]

Note (If any): \_\_\_\_\_

Supplier/ Shopkeeper:



### Comparative Statements

|                                |  |                    |  |
|--------------------------------|--|--------------------|--|
| <b>CLLG MIS Scheme Code:</b>   |  | <b>Name of CI:</b> |  |
| <b>Name of Scheme/Project:</b> |  | <b>Tehsil:</b>     |  |
| <b>UC/RV:</b>                  |  | <b>District:</b>   |  |
| <b>Date:</b>                   |  |                    |  |

| S.# | Name of Supplier               |                      |              |            | Name of Supplier               |                      |              |            | Name of Supplier               |                      |              |            |
|-----|--------------------------------|----------------------|--------------|------------|--------------------------------|----------------------|--------------|------------|--------------------------------|----------------------|--------------|------------|
|     | Goods Name<br>(Goods/material) | Required<br>Quantity | Unit<br>Cost | Total Cost | Goods Name<br>(Goods/material) | Required<br>Quantity | Unit<br>Cost | Total Cost | Goods Name<br>(Goods/material) | Required<br>Quantity | Unit<br>Cost | Total Cost |
|     |                                |                      |              |            |                                |                      |              |            |                                |                      |              |            |
|     |                                |                      |              |            |                                |                      |              |            |                                |                      |              |            |
|     |                                |                      |              |            |                                |                      |              |            |                                |                      |              |            |
|     |                                |                      |              |            |                                |                      |              |            |                                |                      |              |            |
|     |                                |                      |              |            |                                |                      |              |            |                                |                      |              |            |
|     | Total Cost                     |                      |              |            | Total Cost                     |                      |              |            | Total Cost                     |                      |              |            |

### Purchase Committee Recommendation:

|                                             |           |                                                                |           |                                                                |           |
|---------------------------------------------|-----------|----------------------------------------------------------------|-----------|----------------------------------------------------------------|-----------|
| Thumb Impression/Purchase committee members |           | Thumb Impression/ Signatures (President, Manager organisation) |           | Thumb Impression/ Signatures (President, Manager organisation) |           |
| Name                                        | Signature | Name                                                           | Signature | Name                                                           | Signature |
| Name                                        | Signature | Name                                                           | Signature | Name                                                           | Signature |

## Purchase Order

|                         |                                                                           |
|-------------------------|---------------------------------------------------------------------------|
| CLLG-MIS Scheme Code:   | MRN #: _____<br>PO #/Date: _____/_____<br>Invoice #/date: _____/_____<br> |
| Order Issuance Date:    |                                                                           |
| Name of Scheme/Project: |                                                                           |
| UC/RV:                  |                                                                           |
| Date:                   |                                                                           |
| Order No.               |                                                                           |
| Name of CI:             |                                                                           |
| Tehsil:                 |                                                                           |
| District:               |                                                                           |

|                   | Suppliers Detail | Receiver Detail |
|-------------------|------------------|-----------------|
| Name              |                  |                 |
| Phone No.         |                  |                 |
| Permanent Address |                  |                 |

| Detail of Order |         |         |          |                     |            |
|-----------------|---------|---------|----------|---------------------|------------|
| S.#             | Details | Numbers | Quantity | Unit cost           | Total Cost |
| 1               |         |         |          |                     |            |
| 2               |         |         |          |                     |            |
| 3               |         |         |          |                     |            |
| 4               |         |         |          |                     |            |
|                 |         |         |          | Total cost of order |            |

### Rules and Regulations:

1. Purchase committee will review delivered goods and they have the authority to reject any substandard thing without any compensation.
2. The supplier will be responsible for any damage during delivery.
3. The supplier will be responsible to change any substandard things on its own expenses after review of purchase committee.
4. Payment will be made during 2 weeks through cash, cross cheque or pay order.

Any special recommendations

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Purchase order committee detail:

|                                               |
|-----------------------------------------------|
| President Name: _____<br><br>Signature: _____ |
|-----------------------------------------------|

|                                             |
|---------------------------------------------|
| Manager Name: _____<br><br>Signature: _____ |
|---------------------------------------------|

**Material Received Note (MRN)**

|                                  |  |                                |  |
|----------------------------------|--|--------------------------------|--|
| <b>Name of CI:</b>               |  | <b>Name of Project/Scheme:</b> |  |
| <b>Material Receiver's Name:</b> |  | <b>Address:</b>                |  |

**Material Receiving (Please tick the relevant box): Completely Received      Incomplete Receiving**

| S.# | Supplier |  | Details of Goods (Material) | Unit (No. /KG/Ton) | Required number/ Quantity | Received number/ Quantity | Rejected number/ Quantity | Accepted number/ Quantity | Unit cost | Total cost |
|-----|----------|--|-----------------------------|--------------------|---------------------------|---------------------------|---------------------------|---------------------------|-----------|------------|
|     |          |  |                             |                    |                           |                           |                           |                           |           |            |
|     |          |  |                             |                    |                           |                           |                           |                           |           |            |
|     |          |  |                             |                    |                           |                           |                           |                           |           |            |
|     |          |  |                             |                    |                           |                           |                           |                           |           |            |
|     |          |  |                             |                    |                           |                           |                           |                           |           |            |

|                               |  |                                 |  |                                   |  |
|-------------------------------|--|---------------------------------|--|-----------------------------------|--|
| <b>Total Cost (in words):</b> |  | <b>Total Cost (In Numbers):</b> |  |                                   |  |
| <b>Receiver Signature:</b>    |  | <b>Signature of Inspector:</b>  |  | <b>Signature of Entry Person:</b> |  |
| <b>Date:</b>                  |  | <b>Date:</b>                    |  | <b>Date:</b>                      |  |
|                               |  |                                 |  |                                   |  |

## Purchase Order

Name of material

[illegible]

### Material Received Note (MRN)

|                                |  |                        |  |
|--------------------------------|--|------------------------|--|
| <b>Name of Scheme/Project:</b> |  | <b>Name of CI:</b>     |  |
| <b>CLLG-MIS Scheme Code:</b>   |  | <b>Tehsil:</b>         |  |
| <b>UC/RV:</b>                  |  | <b>District:</b>       |  |
| <b>Date:</b>                   |  | <b>Muster Roll No.</b> |  |

| S.# | Name | Father/Spouse | Date/ Kind Of Labour Trade/Specialty | Mon | Tues | Wed | Thurs | Fri | Sat | Sun | Present Days | Rate |  | Signature |
|-----|------|---------------|--------------------------------------|-----|------|-----|-------|-----|-----|-----|--------------|------|--|-----------|
|     |      |               |                                      |     |      |     |       |     |     |     |              |      |  |           |
|     |      |               |                                      |     |      |     |       |     |     |     |              |      |  |           |
|     |      |               |                                      |     |      |     |       |     |     |     |              |      |  |           |
|     |      |               |                                      |     |      |     |       |     |     |     |              |      |  |           |
|     |      |               |                                      |     |      |     |       |     |     |     |              |      |  |           |
|     |      |               |                                      |     |      |     |       |     |     |     |              |      |  |           |
|     |      |               |                                      |     |      |     |       |     |     |     |              |      |  |           |
|     |      |               |                                      |     |      |     |       |     |     |     |              |      |  |           |
|     |      |               |                                      |     |      |     |       |     |     |     |              |      |  |           |

Signature of Project Committee Members:

Signature of Social Organizer:

Signature of Field Engineer:

**Muster Roll**  
**Monthly Labour Attendance Sheet**

For Project/Scheme: UC/RV: , Tehsil: District:

| S.# | Name | Kind of Labour | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | 29 | 30 | Present Days | Rate | Total wages | Signature |  |
|-----|------|----------------|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|----|----|--------------|------|-------------|-----------|--|
|     |      |                |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |              |      |             |           |  |
|     |      |                |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |              |      |             |           |  |
|     |      |                |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |              |      |             |           |  |
|     |      |                |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |              |      |             |           |  |
|     |      |                |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |              |      |             |           |  |
|     |      |                |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |              |      |             |           |  |
|     |      |                |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |              |      |             |           |  |
|     |      |                |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |              |      |             |           |  |
|     |      |                |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |   |    |    |              |      |             |           |  |

**(ii) Individual Labour Payment Form**

Bill Name: \_\_\_\_\_ Fathers name: \_\_\_\_\_,

Kind of Skilled labour: \_\_\_\_\_, Rate: \_\_\_\_\_

Payment: \_\_\_\_\_, Date: \_\_\_\_\_

Telephone Number: \_\_\_\_\_, CNIC: \_\_\_\_\_

Signatures: \_\_\_\_\_

Signature VO President: \_\_\_\_\_ Signature of VO General Secretary: \_\_\_\_\_

Audit Committee: 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_

### Detail of Beneficiary HHs

[illegible]



**Visitors' Remarks Sheet**

| S.# | Name, Designation, Organisation of Visitors | Date of visit | Remarks |
|-----|---------------------------------------------|---------------|---------|
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |
|     |                                             |               |         |

## Annex G-8 CLLG Indicative Interventions

Small and medium scale interventions which can be executed by the community institutes and the interventions whereby the GoB Line Departments can capitalize on the mobilized CIs will fall under the CLLG Policy. This includes co-funded, co-sharing projects, both in soft and hard, in collaboration with line departments and other non-government partner. Furthermore, huge projects where the community does not have the capacity to implement, or which require sophisticated technology or engagement of professional contractor is not allowed under the CLLG Policy unless decided by the PCRC without compromising the basic policy principles.

Indicative interventions may include 1) **Income generating activities** like Community Investment Fund (CIF), Enterprise Development Fund (EDF) and livelihood infrastructure, model livestock, and agriculture interventions, dairy and fisheries etc. Income Generating Grants (IGG), 2) **Skills Enhancement** like Technical and Vocational Education Training (TVET), training, capacity building, adult literacy and numeracy, 3). **Community Physical Infrastructure** (CPI) e.g, community water supply, sanitation, street sewerage, and drainage, cleanliness and integrated solid waste, hospital waste management infrastructure, machinery and dumping sites, facility, tree plantation, health and hygiene, missing facilities at schools and health centres, community-managed irrigation channels, women centres, disaster protection arrangements, small bridges, link roads, community based innovative renewable energy solutions (solar lighting systems etc.), cemetery, worship facility etc. 4). **Micro Health Insurance**

Some examples of CPI are given below;

| Sector                                | Indicative Interventions                                                                                                                                                                                                             |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education                             | Construction of additional rooms, missing facilities like (boundary wall, latrine, electrification, cafeteria, parking place etc., repairs, rehabilitation, extension work like boundary wall extension/Raising, etc., solarization. |
| Health                                | Construction of additional room/ward, missing facilities (boundary wall construction/repair/raising, latrine, electrification/solarization, etc., repairs & rehabilitation etc., labour room, labouratory.                           |
| Roads                                 | Link / rural roads, suspension bridges, PCC road, shingle roads, culverts, breast/ retaining walls for roads and their repairs and rehabilitation etc. footpath, pathways/stairs in mountainous areas                                |
| Works                                 | Street pavement, waiting areas in public service areas, solar streetlights etc.                                                                                                                                                      |
| Water supply                          | Energization (electricity/solar) WSS, motor pumps, hand pumps, gravity flow, solar pumping, water storage tank, DWSS Networking, extension of water supply lines                                                                     |
| Sanitation and solid waste management | Drainage, community latrines, solid waste collection and disposal, dumping sites for solid waste.                                                                                                                                    |

|                                        |                                                                                                                                                                                                                                                                                                             |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Irrigation/Water management            | Karez, On-farm water management, water conservation, soil conservation, watercourses, irrigation channels, check dams, water harvesting structure, repair of irrigation canals, solar tube well, tube well, protection wall, pipe irrigation, Gabion structure, water storage tank for irrigation, windmill |
| Agriculture, Livestock, and Fisheries  | Poly Tunnel, Godowns, warehouses, agriculture tube well, water ponds, cemented/uncemented water channels, missing facilities in veterinary clinics/ hospitals, construction/repair of barn/stable, fishponds, cattle show, animals wool/hides processing units                                              |
| Sports                                 | Rehabilitation and improvement of playgrounds, additional facilities, provision of sports kit, organisation of tournaments                                                                                                                                                                                  |
| Tourism                                | Development/improvement of tourist resorts, infrastructure for facilities and services, construction of parks                                                                                                                                                                                               |
| Culture                                | Development of local folk products, Improve and promote cultural heritage site, organize cultural shows, traditional restaurants.                                                                                                                                                                           |
| Social Welfare & Community development | Construction of education facility for special person, vocational centers for men, vocational center for women, graveyard, funeral places                                                                                                                                                                   |

## Annex G-9 Gender Specific Interventions

| Sector                                                      | Specific Project                                    | Principle Beneficiary |
|-------------------------------------------------------------|-----------------------------------------------------|-----------------------|
| agriculture, livestock, fisheries, and farm forestry        | Veterinary hospital, clinic, and missing facilities | Both                  |
| drinking water                                              | Dug well/hand/pressure pump                         | Both                  |
| drinking water                                              | Gravity flow water supply                           | Both                  |
| education                                                   | Additional rooms in boys' school                    | Men                   |
| education                                                   | Additional rooms in girls' school                   | Women                 |
| education                                                   | Missing facilities in boys' school                  | Men                   |
| education                                                   | Missing facilities in girls' school                 | Women                 |
| education                                                   | Repair and rehabilitation in boys' school           | Men                   |
| education                                                   | Repair and rehabilitation in girls' school          | Women                 |
| education                                                   | Solarization in Boys schools                        | Men                   |
| education                                                   | Solarization in girls' schools                      | Women                 |
| health                                                      | Construction of additional room                     | Both                  |
| health                                                      | Labour room                                         | Women                 |
| health                                                      | Missing facilities in health                        | Both                  |
| health                                                      | Provision of solar system                           | Both                  |
| health                                                      | Repair and rehabilitation of rooms                  | Both                  |
| irrigation / water management / soil and water conservation | Check dam                                           | Both                  |
| irrigation / water management / soil and water conservation | Irrigation channel/water courses                    | Both                  |
| irrigation / water management / soil and water conservation | Pressure Pumps for irrigation                       | Both                  |
| irrigation / water management / soil and water conservation | Protection wall                                     | Both                  |
| irrigation / water management / soil and water conservation | Repairing of Canal                                  | Both                  |
| irrigation / water management / soil and water conservation | Tube well                                           | Both                  |
| irrigation / water management / soil and water conservation | Water storage tank for irrigation                   | Both                  |
| roads                                                       | Breast/retaining wall                               | Both                  |
| roads                                                       | Bridge                                              | Both                  |

| Sector                                   | Specific Project                                        | Principle Beneficiary |
|------------------------------------------|---------------------------------------------------------|-----------------------|
| roads                                    | Bridge                                                  | Both                  |
| roads                                    | Cause way                                               | Both                  |
| roads                                    | Culvert                                                 | Both                  |
| roads                                    | Gabion structure                                        | Both                  |
| roads                                    | Link/rural road                                         | Both                  |
| roads                                    | PCC Road                                                | Both                  |
| sanitation and solid waste management    | Community Latrine                                       | Both                  |
| sanitation and solid waste management    | Drainage                                                | Both                  |
| sanitation and solid waste management    | Sanitation/sewerage system                              | Both                  |
| sanitation and solid waste management    | Solid waste management                                  | Both                  |
| social welfare and community development | Community center                                        | Both                  |
| social welfare and community development | Construction of education facilities for special person | Both                  |
| social welfare and community development | Construction of funeral place                           | Both                  |
| social welfare and community development | Construction of graveyard                               | Both                  |
| social welfare and community development | Vocational Center for men                               | Men                   |
| social welfare and community development | Vocational Center for women                             | Both                  |
| sports, culture and tourism              | Construction of Park                                    | Women                 |
| sports, culture and tourism              | Playground                                              | Both                  |
| works (streets)                          | Construction of under pass                              | Both                  |
| works (streets)                          | Streetlight                                             | Both                  |
| works (streets)                          | Street pavement                                         | Both                  |
| works (streets)                          | Waiting areas in public service                         | Both                  |
| others                                   | other                                                   |                       |

## Annex G-10 Scoring of CPI Interventions

| S.# | Indicator                                                                         | Weightage | Criteria                            | % Weightage |
|-----|-----------------------------------------------------------------------------------|-----------|-------------------------------------|-------------|
| 1   | Basic Rights                                                                      | 10%       | Dug well/hand/pressure pump         | 10          |
|     |                                                                                   |           | Gravity flow water supply           | 10          |
|     |                                                                                   |           | Additional rooms in boys' school    | 10          |
|     |                                                                                   |           | Additional rooms in girls' school   | 10          |
|     |                                                                                   |           | Missing facilities in boys' school  | 10          |
|     |                                                                                   |           | Missing facilities in girls' school | 10          |
|     |                                                                                   |           | Missing facilities in health        | 10          |
|     |                                                                                   |           | Energization (electricity/solar)    | 10          |
|     |                                                                                   |           | WSS Networking                      | 10          |
|     |                                                                                   |           | Labour room                         | 10          |
| 2   | UC/MC DPS Priority                                                                | 30%       | 1                                   | 30          |
|     |                                                                                   |           | 4                                   | 27          |
|     |                                                                                   |           | 7                                   | 24          |
|     |                                                                                   |           | 10                                  | 21          |
|     |                                                                                   |           | 13                                  | 18          |
|     |                                                                                   |           | 16                                  | 15          |
|     |                                                                                   |           | 19                                  | 12          |
|     |                                                                                   |           | 22                                  | 9           |
|     |                                                                                   |           | 25                                  | 6           |
|     |                                                                                   |           | 28                                  | 3           |
|     |                                                                                   |           | 31                                  | 0           |
| 3   | Cost Effectiveness (a)<br>Maximum Limit=100,000 if distance is greater than 30 Km | 5%        | 0                                   | 5           |
|     |                                                                                   |           | 50001                               | 5           |
|     |                                                                                   |           | 55000                               | 4.5         |
|     |                                                                                   |           | 60000                               | 4           |
|     |                                                                                   |           | 65000                               | 3.5         |
|     |                                                                                   |           | 70000                               | 3           |
|     |                                                                                   |           | 75000                               | 2.5         |
|     |                                                                                   |           | 80000                               | 2           |
|     |                                                                                   |           | 85000                               | 1.5         |
|     |                                                                                   |           | 90000                               | 1           |
|     |                                                                                   |           | 95000                               | 0.5         |
|     |                                                                                   |           | 100000                              | 0           |
|     | Cost Effectiveness (b)Maximum Limit=50,000 if distance is less than               |           | 0                                   | 5           |
|     |                                                                                   |           | 5000                                | 4.5         |
|     |                                                                                   |           | 10000                               | 4           |
|     |                                                                                   |           | 15000                               | 3.5         |
|     |                                                                                   |           | 20000                               | 3           |
|     |                                                                                   |           | 25000                               | 2.5         |
|     |                                                                                   |           | 30000                               | 2           |
|     |                                                                                   |           | 35000                               | 1.5         |

|   |                 |     |                                                       |      |
|---|-----------------|-----|-------------------------------------------------------|------|
|   | 30 Km           |     | 40000                                                 | 1    |
|   |                 |     | 45000                                                 | 0.5  |
|   |                 |     | 50000                                                 | 0    |
| 4 | Inclusiveness   | 15% | Female                                                | 15   |
|   |                 |     | Male                                                  | 5    |
|   |                 |     | Both                                                  | 10   |
|   |                 |     | Disabled                                              | 15   |
|   |                 |     | Minority                                              | 15   |
|   |                 |     | Transgender                                           | 15   |
| 5 | Time Efficiency | 5%  | 0                                                     | 0    |
|   |                 |     | 30,000                                                | 0.5  |
|   |                 |     | 45,000                                                | 0.75 |
|   |                 |     | 60,000                                                | 1    |
|   |                 |     | 75,000                                                | 1.25 |
|   |                 |     | 90,000                                                | 1.5  |
|   |                 |     | 105,000                                               | 1.75 |
|   |                 |     | 120,000                                               | 2    |
|   |                 |     | 135,000                                               | 2.25 |
|   |                 |     | 150,000                                               | 2.5  |
|   |                 |     | 165,000                                               | 2.75 |
|   |                 |     | 180,000                                               | 3    |
|   |                 |     | 195,000                                               | 3.25 |
|   |                 |     | 210,000                                               | 3.5  |
|   |                 |     | 225,000                                               | 3.75 |
|   |                 |     | 240,000                                               | 4    |
|   |                 |     | 255,000                                               | 4.25 |
|   |                 |     | 270,000                                               | 4.5  |
|   |                 |     | 285,000                                               | 4.75 |
|   |                 |     | 300,000                                               | 5    |
| 6 | Economic Growth | 10% | Bridge                                                | 10   |
|   |                 |     | Cause Way                                             | 2.5  |
|   |                 |     | Check Dam                                             | 2.5  |
|   |                 |     | Karez                                                 | 10   |
|   |                 |     | Community Latrines                                    | 2.5  |
|   |                 |     | Additional room in boys' school                       | 10   |
|   |                 |     | Additional room in girls' school                      | 10   |
|   |                 |     | Construction of Park                                  | 5    |
|   |                 |     | Culvert                                               | 5    |
|   |                 |     | Drainage                                              | 7.5  |
|   |                 |     | Dug Well/Hand/ Pressure Pump                          | 10   |
|   |                 |     | Solid waste management                                | 5    |
|   |                 |     | Gravity flow water supply                             | 10   |
|   |                 |     | Construction of education facility for special person | 10   |
|   |                 |     | Irrigation channel/water courses                      | 6.5  |

|   |                                                                  |     |                                                    |      |
|---|------------------------------------------------------------------|-----|----------------------------------------------------|------|
|   |                                                                  |     | Labour room                                        | 5    |
|   |                                                                  |     | Missing facilities in boys' school                 | 10   |
|   |                                                                  |     | Missing facilities in girls' school                | 10   |
|   |                                                                  |     | Missing facilities in health                       | 10   |
|   |                                                                  |     | PCC Road                                           | 10   |
|   |                                                                  |     | Playground                                         | 5    |
|   |                                                                  |     | Protection wall                                    | 10   |
|   |                                                                  |     | Solarization in boys' schools                      | 10   |
|   |                                                                  |     | Solarization in girls' school                      | 10   |
|   |                                                                  |     | Solarization in labour room                        | 10   |
|   |                                                                  |     | Solarization in health facilities                  | 10   |
|   |                                                                  |     | Breast/Retaining wall                              | 10   |
|   |                                                                  |     | Sanitation/sewerage System                         | 8.75 |
|   |                                                                  |     | Streetlights                                       | 10   |
|   |                                                                  |     | Street Pavement                                    | 10   |
|   |                                                                  |     | Tube well                                          | 10   |
|   |                                                                  |     | Veterinary hospital, clinic and missing facilities | 7.5  |
|   |                                                                  |     | Vocational Center for Men                          | 10   |
|   |                                                                  |     | Vocational Center for Women                        | 10   |
| 7 | Climate Change                                                   | 10% | Solid waste management                             | 5    |
|   |                                                                  |     | Irrigation channel/water courses                   | 6.5  |
|   |                                                                  |     | Repairing of canal                                 | 10   |
|   |                                                                  |     | Protection wall                                    | 6    |
|   |                                                                  |     | Breast/retaining Wall                              | 6    |
|   |                                                                  |     | Sanitation/sewerage System                         | 5    |
|   |                                                                  |     | agriculture tube well                              | 6.5  |
|   |                                                                  |     | water ponds                                        | 5    |
|   |                                                                  |     | cemented/uncemented water channels                 | 10   |
| 8 | Remoteness (a)<br>Estimated distance from UC to project location | 10% | 0                                                  | 0    |
|   |                                                                  |     | 5                                                  | 2    |
|   |                                                                  |     | 10                                                 | 4    |
|   |                                                                  |     | 15                                                 | 6    |
|   |                                                                  |     | 20                                                 | 8    |
|   |                                                                  |     | 25                                                 | 10   |
|   | Remoteness (b) Transport access from UC to project location      | 5%  | Metal                                              | 0    |
|   |                                                                  |     | Rough Road                                         | -2.5 |
|   |                                                                  |     | No Road                                            | -5   |



## Annex G-11 Community Physical Infrastructure (CPI) -VDP/UC/MC DPS Template

| S.# | Name of Village | Name of Sub village/ hamlet | Problem (Specific please) | Sector | Proposed Intervention / Project | Estimated Cost | Beneficiaries Household (HH) | Duration of project (in Months) | Project Site distance from UC (in Km) | Project Site time from UC (in Hrs) |
|-----|-----------------|-----------------------------|---------------------------|--------|---------------------------------|----------------|------------------------------|---------------------------------|---------------------------------------|------------------------------------|
|     |                 |                             |                           |        |                                 |                |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                |                              |                                 |                                       |                                    |
|     |                 |                             |                           |        |                                 |                |                              |                                 |                                       |                                    |

# Chapter 8

## **Guidelines for the CLLG Holistic Bottom-up Socio-Economic Development and Poverty Reduction Interventions**



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## Chapter-8. The CLLG Holistic Bottom-up Socio-Economic Development and Poverty Reduction Approach

### 8.1 Introduction

The CLLG Policy aims at stimulating income increase of the targeted poor community members, particularly women, by fostering their income generation potentials. To ensure an increase in the income of poor households, the following different sets of interventions will be implemented:

- i. Provide **Technical Vocational and Education Training (TVET)** for community members;
- ii. Educate illiterate women community members through **Adult Literacy & Numeracy** courses;
- iii. Provide **Income Generating Grant (IGG)** to the poorest of the poor members;
- iv. Provide **Community Investment Fund (CIF)** to the community institutions to revolve in the form of micro loans for the eligible members; and
- v. Provide **Micro Health Insurance (MHI)** to selected poorest member families.

CLLG Programme PIU will collabourate with small and medium enterprise support system in Balochistan which includes Small and Medium Enterprise Development Authority (SMEDA), International Trade Center, Incubation Centers, Small Industries Training Centers, TVET Institutes, and similar other for identification and execution of trainings, business formalization for better access to support services for the above components and bridging skilled/trained workforce with industries.

The detailed implementation procedures of these interventions have been given as under:

#### **Training of Community Women and Men Members in Technical, Vocational and Education Training**

### 8.2 Purpose

One of the key activities under the CLLG Programme is to provide Technical, Vocational and Education Training (TVET) to poor community members, especially women. The purpose of TVET is to design and implement demand driven training programmes that provide open access to the labour market and enhance income generating opportunities, as regards to employment/ self-employment.

### 8.3 General Policy and Procedures of TVET

- i. The target group is (0-23) on PSC including:
- ii. School dropouts, unemployed, marginalized/deprived groups such as poor women, PWD and youth to start income generating activities through employment/ self-employment.

- iii. The training events will be done by fully accredited structures (Training Providers).
- iv. Separate trainings will be conducted for women and men. The women trainees would be allowed to bring their family member/infants with them to cater to women's special needs.
- v. Training provider(s) will be selected through a competitive process.
- vi. The training type and beneficiaries will be identified and selected using demand-driven approaches;

## **8.4 Field Implementation Process**

### **8.4.1 General Process**

- i. The CLLG Programme SMT will determine the total number of eligible poor households to be covered under the TVET component on the basis of Poverty Scorecard (PSC) survey conducted during the social mobilisation roll out process and available budget;
- ii. The TVET will be offered to the eligible beneficiaries in a phased way in line with the social mobilisation rollout process. As soon as the COs/VOs are formed, the TVET potential beneficiaries will be identified through Micro Investment Plans (MIPs) developed for the CO member households in the village;
- iii. The eligibility criteria for TVET beneficiaries will include:
  - a. Be household member of the CO member (preferably CO member or her blood relation).
  - b. Her/his household falls in poverty score of 0 – 23 on the PSC
  - c. The intended trainee is between the ages of 18 – 45 years.
  - d. Both men and women from the organised household can participate in the training through accredited TVET institutions.
  - e. Physically disabled men and women can participate in trainings, while mentally disabled are not eligible for training
  - f. Any other member of the household who has not previously received similar TVET.
- iv. The COs/VOs and Community Resource Persons (CRPs) will facilitate the CLLG' Social Mobilisation Team (SMT) in the identification, selection, and registration of beneficiaries for the TVET component;
- v. The consolidated list of proposed trainees shall be incorporated in the UC/MC DPS. The list shall be entered in CLLG-MIS for the scrutiny of trainees.
- vi. The training will be provided by the fully accredited structure, resulting in the beneficiaries receiving a certificate/diploma that is recognised by the State. Therefore, the institute/course/diploma must be accredited, to ensure that whatever training/diploma received has some real "value" that the beneficiary can show in the market place;
- vii. The type of training trades will be finalised and selected based on the demand of the community and potential to generate employment/income. Thus, it is difficult to identify the trade at this level. However, based on past experience the trades for TVET may include tailoring, plumbing, electrician, carpentry, welding, fixing home appliances, handicrafts, computing, driving, masonry, beauticians, teaching, agriculture, livestock, etc. (List of potential training trade are given at Annex H-5). An assessment may be undertaken in the market to identify

- trades and job opportunities that are high in demand and generate high income;
- viii. The TVET training will preferably be conducted at the local level (within or near the Programme districts). A training plan will be developed after sufficient numbers of COs/VOs are formed in the SMT area/tehsil/district and regularly updated based on the needs identified by the community institutions; and
  - ix. Curriculum for each training trade will be developed by the TVET service provider in consultation with PIU and BRDA.

### 8.4.2 Specific Process

It is obvious that only mobilized and organized communities meeting the criteria given in Chapter 6 on Social Mobilisation will be considered for any intervention under the CLLG Policy. However, when resources are limited, some sort of criteria will be required to select individuals/community institutions, to be awarded Income Generating Grants (IGG), Community Investment Fund (CIF), and to be selected for Technical / Vocational training, and Micro Health Insurance (MHI) under the CLLG Programme. Therefore, a criterion based automated and transparent mechanism will be developed in the CLLG Management Information System. Individuals based on MIPs with the lowest PSC score will be considered for TVET in a specific UC. In this respect CLLG-MIS will generate a list of individuals (See Annex A-13 ) with assigning interventions already mentioned in MIPs. During the VDP development the MIP based auto generated lists (Annex A-13) shall be prioritized by the community and entered in CLLG-MIS for two-stage screening and raking. In order to select individuals for TVET trainings the below mentioned screening criteria shall be followed in CLLG-MIS Prioritization module.

### 8.4.3 Screening Criteria for TVET Interventions

1. Does the beneficiary fall within the PSC band (0-23)?
2. Is beneficiary age between 18 and 45?
3. Has the beneficiary already received the same proposed training in the past?
4. Is beneficiary physically and mentally fit to undertake training?
5. Is beneficiary inhabitant of the same UC?

Under CLLG Policy, answer to any of above questions inked as “No” will result in outright reject of beneficiary for the TVET training.

However, regarding scoring and ranking of individual against the following scoring criteria shall be evaluated.

| S.# | Indicators         | Weightage | Source/Scoring logic                                                                                                                                                                     |
|-----|--------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | PSC Priority Range | 20%       | Under PSC individuals ranked lower will get more weightage.                                                                                                                              |
| 2   | UC/MC DPS Priority | 20%       | Interventions listed on top of the prioritized list in a UC/MC DPS prepared by CIs gets more weightage. interventions ranked lower by CIs in UC/MC DPS priority list get less weightage. |

|          |                        |     |                                                                                                                                                                |
|----------|------------------------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3</b> | Work Experience        | 5%  | More weight will be given to individuals with a higher level of experience.                                                                                    |
| <b>4</b> | Education              | 5%  | More weight will be given to individuals with a higher level of education.                                                                                     |
| <b>5</b> | Women Headed Household | 15% | Interventions proposed by CIs to be undertaken by Women headed household will get more weightage.                                                              |
| <b>6</b> | Age-Group              | 15% | Interventions proposed by CIs to be undertaken by individuals having lower age group will get more weightage.                                                  |
| <b>7</b> | Inclusiveness          | 20% | Interventions proposed by CIs to be undertaken by marginalized groups i.e. Women, girls, minority, transgender and disabled person will get maximum weightage. |

CLLG-MIS will rank the individuals based on respective scores, and selection for TVET will depend on a merit list generated by CLLG-MIS. Only the top ranked individuals on the order of merit shall be selected for the TVET trainings, subject to the availability of adequate funds allocated for a UC. Details of scoring criteria for TVET are given in [Annex H-6](#).

*It is pertinent to mention that individuals who are awarded IGG/CIF based on TVET screening and scoring are considered exempted from IGG/CIF screening and scoring requirements. So, the individual qualified for TVET will be granted IGG/CIF based on TVET screening and scoring. However, the individuals selected for IGG/CIF for specific trades with certain guidelines to undertake IGG/CIF interventions are required to be qualified through IGG/CIF screening and scoring criteria.*

Only the highest ranked individuals eligible for funds/project/training shall be funded until the allocated funds for the specific UC are exhausted.

#### **Additional Consideration for Awarding CIF, IGG, TVET, CPI, MHI, ALC**

- i. One CI may not be awarded both CIF and IGG at one time.
- ii. If a CI meets other criteria, and their beneficiaries are poorer on PSC, that CI will be awarded CIF while CI with less poor will be awarded IGG.
- iii. One CI may not be awarded two CPIs at the same time.
- iv. Award of MHI will not have any implication on consideration for other Programme benefits.
- v. Illiterate beneficiaries considered for CLLG benefits will also be considered for Adult Literacy.

#### **8.4.3.1 Identification and Selection of Technical and Vocational Skills Training Participants**

After the formation of COs in the target areas and conducting PSC, identification of beneficiaries for TVET will be made and mentioned in MIPs. Candidates who are already engaged in or working in the market/ industry at very low wages, will be prioritized as these beneficiaries have basic knowledge of trade/industry. Based on their experience, it is expected that they shall utilize the training and other support extended to them. Upon completion of the proposed training and

award of certificate /diploma such beneficiaries shall be linked with IGG/CIF or any Micro Finance Institutions for provision of funds and other resources for setting up their startup after prioritization by CLLG-MIS.

The SMT shall continuously monitor these startups and provide assistance as required. However, after the training and prior to the transfer of funds and resources for the establishment of such startups, the beneficiary will be required to sign an undertaking stating that they will return the funds to CIF within the stipulated period of time.

It is important to note that after the identification of beneficiaries and the formulation of MIP/IGPs, TVET/IGG/CIF initiatives must be integrated into the corresponding UCs' UC/MC DPSs.

The steps below will be followed to identify and select the TVET participants/beneficiaries:

**Step 1:** CO/VO prepares list of potential TVET beneficiaries identified in the CO MIP and submits a resolution to the SMT. (Format for the text of the resolution and list of nomination is given in [Annex H-1](#));

**Step 2:** SMT conducts a Training Need Assessment (TNA), based on MIPs, consulting auto generated list and screening of each potential women and men trainee identified by the CO/VO. Using the data against the indicators in the list the SMT undertake assessment which will include validation of MIP data and data recorded during the development of UC/MC DPS, individual interviews of the identified beneficiaries to assess their willingness, future plans and confirmation by the concerned CO/VO and verify their eligibility against the eligibility criteria and prepare the final list of trainees. (Format for TNA and eligibility criteria is given in [Annex H-2](#));

**Step 3:** Based on the list of selected trainees, the Livelihood Officer at the District Implementation Unit /IP will prepare a list of trainees, training trades-wise, and send to the Livelihood Specialist based at the PIU in regular intervals. (Format for list of selected trainees is given in [Annex H-3](#)); and

**Step 4:** The Livelihood Specialist at PIU, using the list received in step 3 will prepare a training calendar and share with the selected TVET service provider (Skills Development Council, National Training Bureau etc.) at regular intervals. (Format for Training Calendar is given in [Annex H-4](#)).

#### **8.4.3.2 Planning and Conducting TVET**

**Step 5:** The TVET service provider will develop training plans according to the training calendar received from the Policy Implementation Unit (PIU) and share the final date, venue, and information about the logistic arrangements made for the training with the PIU, BRDA, and other stakeholders;

**Step 6:** The Livelihood Specialist will share the final training plan with the concerned SMT/Technical Team, who will further inform the selected trainees, get their confirmation and intimate the service provider accordingly. In case of any changes in the training plan the trainees should be informed well before time;

**Step 7:** The service provider will arrange and conduct the training accordingly. While conducting the training the service provider will follow the quality standards and documentation required and agreed in the contract agreement between CLLG Programme and the training providers;

**Step 8:** During the training, participants will also be instructed on business management skills and how to find employment in the job market;

**Step 9:** During the training, the CLLG monitoring staff, staff from BRDA, and other concerned will regularly visit training venues to check progress and quality of training, receive trainees' feedback and ensure compliance with the agreed process/requirements with the service providers. The M&E section of CLLG Policy Implementation Unit (PIU) will prepare monitoring formats/checklist according to the training; and

**Step 10:** The TVET service provider will share a list of trainees stating their status of training (completion or drop- out) with the CLLG PIU/ DIU. The PIU and DIU professionals will enter the information in the CLLG MIS. The list of TVET trained persons will also be shared with the concerned community institutions and BRDA by the PIU staff.

#### **8.4.3.3 Post Training Support to the TVET trainees**

- i. After completion of the training, CRPs and concerned COs/VOs/LSOs will provide follow-up support to the skilled beneficiaries so that the trained persons are able to find jobs or start their own businesses. The CO, VO and LSO will also help pass out women and men trainees to access Community Investment Fund (CIF). Trained persons will also be provided information by the SMT and community institutions about the Micro Finance Institutions (MFIs) working in the area and their procedures so that some of them may access financial resources from the MFIs to access capital for initiating their own businesses; and
- ii. Trained beneficiaries who want to establish or strengthen micro enterprises at the local level, the SMT will provide them with support in establishing better market links. For this purpose, short-term consultancy services will be hired to do local market assessments and, prepare knowledge bases for effective and efficient marketing of the local produce. Alternatively, the DIU Technical Team with the technical guidance of Livelihood Specialist, PIU will conduct this activity. This information will be shared with these small entrepreneurs at the village level. The CLLG Programme will also provide support to the leading community entrepreneurs to exhibit their products at regional/national level exhibitions to help support in creating market linkages.

#### **8.4.3.4 Records and Documentation**

The CLLG Programme will maintain the following records about the TVET component:

- i. Details of women and men trainees identified at community institution level;
- ii. Trainees selected at provincial and district levels;
- iii. List of trades identified;

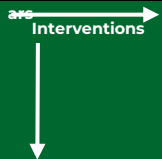
- iv. List of Training Institutes; and
- v. List of pass out and drop-out trainees.

The TVET service provider will ensure all required training arrangements, documentation and reporting required, given in their contract, are maintained and timely shared with the respective PIU and BRDA. The details will be outlined in their contract agreement. Guidelines for planning and arranging training are given at Annex A-1 as an example. This is subject to change at the time of the contract agreement with the TVET service provider according to the need of the training and donor requirements.

However, the CLLG concerned staff will maintain separate records for the TVET interventions, and record funds spent during each TVET-related intervention. The records maintained by CLLG should provide them with the past and current status of training costs and number of beneficiaries trained. For this purpose, the CLLG MIS shall have a module for TVET interventions.



### 8.4.3.5 CLLG Policy Interventions Table

|  | Community Physical Infrastructure (CPI)                                                                                                                                                                                                                                                                                                                                                                                       | Community Investment Fund (CIF)                                                                                                                                                                                   | Income Generating Grant (IGG)                                                                                                                                                                                                                                                                                                                                               | Technical & Vocational Education Training (TVET)                                                                                                                                                                                                                                         | Adult Literacy & Numeracy Skills (ALNS)                                                                                                                                                                                                                                                                                                                                                                                        | Micro Health Insurance (MHI)                                                                                                                                                                                                                                                | Enterprise Development Fund (EDF) <sup>8</sup>                                                                                                                                                                    |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>What is it? Objective</b>                                                      | The objective of sub-granting is to enhance the technical and management capacities of the community institutions (COs, VOs, & LSOs) by enabling them to implement and maintain these community-prioritized community physical infrastructure projects, that will improve the socio-economic status of the communities at the grassroots level and will directly contribute to local level improved social services delivery. | The CIF is meant to improve the effectiveness and managerial capacities of community institutions, increase the income of poor households by an average of 30%, and empower women both socially and economically. | The Income Generating Grant (IGG) is a program designed to provide financial assistance to poor community members in order to help them start or improve economic activities and increase their income. The IGG grants will also enhance the effectiveness, managerial capacities, & relevance of the CIs (COs/VOs/LSOs) to keep them functional & active in the long term. | The objectives of Technical and Vocational Education Training (TVET) to provide demand-driven training programs that enhance income-generating opportunities for poor community members, particularly women, and to provide open access to the labour market as regards self-employment. | The objectives of the Adult Literacy and Numeracy Skills (ALNS) program are to provide basic literacy & numeracy skills to women community members to engage them in systematic & sustained self-educating activities to gain new knowledge, skills, attitudes, & values. It aims to help women in the area influence gender roles positively & facilitate them in mainstreaming their role for social & economic empowerment. | The objective of Micro Health Insurance (MHI) is to protect the most destitute and vulnerable households from health shocks that may push them deeper into poverty and hamper their capacity to generate income, hence adversely affecting their socio-economic well-being. | The Enterprise Development Fund (EDF) is to provide a financing mechanism that provides the small and medium enterprises with cash grants for creation of increased livelihood opportunities for economic uplift. |

<sup>8</sup> Rest of the rules of CIF shall also apply on Enterprise Development Fund.

|                       |                               |                                                                                     |                                                                                     |                                                             |                                |                                                                   |                                |
|-----------------------|-------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------------------------------------|--------------------------------|-------------------------------------------------------------------|--------------------------------|
| <b>PSC Score</b>      | -                             | 12-23                                                                               | 0-18                                                                                | 0-23                                                        | 0-18                           | 0-18?                                                             | -                              |
| <b>Cost</b>           | PKR. 0.5 – 3.5 Million        | <b>LSO-</b> Up to PKR.10 Million<br><b>Individual Applicant-</b> Up to PKR. 100,000 | <b>LSO-</b> Up to PKR.10 Million<br><b>Individual Applicant-</b> Up to PKR. 100,000 | -                                                           | -                              | To be decided with during agreement stage, with approval of PCRC. | Up to PKR.10 Million           |
| <b>Identification</b> | UC/MC DPS                     | UC/MC DPS                                                                           | UC/MC DPS                                                                           | MIP                                                         | UC/MC DPS                      | MIP                                                               | UC/MC DPS                      |
| <b>Who</b>            | Any CI<br>↓<br>(CO, VO, LSO)  | LSO<br>↓<br>Individual                                                              | LSO<br>↓<br>Individual                                                              | Training Institutions<br>↓<br>Beneficiary                   | Field Team<br>↓<br>Beneficiary | Insurance Company<br>↓<br>Beneficiary                             | CI, Business Development Group |
| <b>Timeline</b>       | Less Than/Equal to ≤12 Months | Long Term<br>↓<br>Multiple Times                                                    | One Time for Asset Creation                                                         | Depends on the nature of training (from 3 days to 6 months) | 12 Months                      | 12 Months                                                         | Long term                      |

## **8.5 Training of Community Women Members in Adult Literacy and Numeracy Skills (ALNS)**

### **8.5.1 Purpose**

Literacy is a worthy end in itself. Literacy, like oral language, is the birth right of all human beings due to the role it plays in cultivating human potential. In today's world, all the political, economic, and social improvements and empowerments depend on universal literacy. The purpose of the Adult Literacy and Numeracy Programme is to provide basic literacy and numeracy skill to women community members to engage them in systematic and sustained self-educating activities in order to gain new forms of knowledge, skills, attitudes, or values. To support women population in the area, it is anticipated that economic empowerment elements through CIs coupled with a strong literacy and numeracy skills component will help them influence gender roles positively and facilitate them in mainstreaming their role for social and economic empowerment.

### **8.5.2 General Procedures for ALNS**

- i. Once identified through CIs in MIPs, each potential trainee will go through an assessment process, which includes cross checking the poverty status of the beneficiary's household using the baseline PSC data;
- ii. Priority will be given to the beneficiaries HHs that fall within PSC score range of 0-23. Final lists of selected beneficiaries will be prepared at the CO level and this information will be compiled at VOs / LSOs levels;
- iii. The selection of individuals will be made based on auto-generated MIP lists (Annex I-3) and during the validation on ground, on the basis of individual interviews of the selected beneficiaries to assess their willingness, future plans and confirmation by the concerned CO / VO;
- iv. CLLG Programme will implement this activity using the Adult Literacy and Numeracy course developed by National Commission for Human Development (NCHD).
- v. The CLLG SMT will:
  - a. Identify the relevant participants and motivate communities for active participation in the basic and functional literacy courses.
  - b. Select teachers from local communities
  - c. Arrange training events
  - d. Provision of reading materials to teachers and trainees
  - e. Periodic assessment of learners, monitoring & evaluation, etc.
- vi. NCHD/training institute will provide technical backstopping in the form of:
  - a. Training to CLLG staff and teacher to Adult Literacy courses
  - b. Provide training/reference materials and manuals, to field staff of CLLG Programme
- vii. The women trainees will be allowed to bring their siblings/male relatives/infants with them to cater to their special needs
- viii. CLLG Programme will sign a MoU with NCHD/training institute to carry out the ALNS activities systematically.

The format of MoU has been given in Annex I-1.

### **8.5.3 Specific Procedures for ALNS**

The following steps should be taken by Technical Team/Service Provider to carry out the activity:

#### **8.5.3.1 Selection of Trainees**

- i. Considering the PSC data, in MIP auto generated list of individuals the CLLG District Implementation Unit / SMT will prepare village wise lists of illiterate women in the age bracket of 18 to 46. See [Annex I-2](#) for the survey format;
- ii. The auto generated list of illiterate women shall be shared with respective VOs during the VDP/UC/MC DPS development to record data against the required indicators mentioned in screening and scoring criteria for ALNS training.
- iii. The VOs will identify women who are willing to attend ALNS classes in consultation with their COs. The SMT will validate the identified women using the selection criteria. (See [Annex I-3](#) for VDP/UC/MC DPS format for assessment of illiterate women); and
- iv. The selected women will be nominated by their respective COs via a resolution submitted to the CLLG DIU via their VO.
- v. The final list ALNS shall be incorporated in the UC/MC DPS of respective UC.
- vi. The concerned staff of the CLLG Programme will maintain separate records for the ALNS interventions. The records maintained by CLLG staff should provide them with the past and current status of TVET interventions. For this purpose, the CLLG-MIS shall have a module to record the ALNS-related activities. Under CLLG MIS prioritization of individuals for ALNS training shall be followed by the given criteria

#### **8.5.3.2 Screening Criteria for ALNS**

- a) Does the beneficiary fall outside the PSC band (0-23)?
- b) Is beneficiary age greater than 45?
- c) Is beneficiary a female?
- d) Is beneficiary education level being greater than grade-2?

Under the screening criteria, any of the above given indicator inked as “Yes”, will result in outright rejection of the ALNS interventions. Individuals proposed by CIs for ALNS interventions which qualify the above screening criteria shall also be evaluated against the following MIS based scoring criteria. After qualifying the screening and scoring criteria, individuals securing maximum score will be shortlisted for funding under CLLG in that particular UC. This two-stage screening & scoring is entirely automated and shall be executed through CLLG-MIS.

Scoring Criteria is given as

| S.# | Indicators         | Weightage | Source/Scoring logic                                                                                                                                                                    |
|-----|--------------------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | PSC Priority Range | 20%       | Under PSC individuals ranked lower will gain more weightage.                                                                                                                            |
| 2   | UC/MC DPS Priority | 35%       | Interventions listed on top of the prioritized list in a UC/MC DPS prepared by CIs get more weightage. interventions ranked lower by CIs in UC/MC DPS priority list get less weightage. |
| 3   | Women Headed       | 15%       | Women headed household will get more weightage.                                                                                                                                         |
| 4   | Age-Group          | 15%       | Individuals falling in lower age groups will gain more weightage.                                                                                                                       |
| 5   | Inclusiveness      | 15%       | Marginalized groups i.e. women, girls, minority, transgender and PWDs will get maximum                                                                                                  |

Details of the scoring criteria are mentioned in [Annex I-7](#).

After screening, based on the aforementioned indications, weights will be assigned to each indicator, and CLLG-MIS will then create a list of individuals who will undergo ALNS training. The number of individuals on the order of merit shall be selected in each UC subject to availability of sufficient funds allocated for this purpose. Therefore, only the highest ranked individuals eligible for the trainings shall be funded until the allocated funds for ALNS training are exhausted.

The SMT shall undertake the ground verification of the individuals checking their willingness and forwarded to DIU for technical sanction. After technical sanctions it shall be forwarded to JDDC for administrative approval.

Upon administrative approval, DIU shall sign an MOU with NCHD regarding training of SMT staff, ALNS teachers and technical backstopping.

### **8.5.3.3 Venues of ALNS Centres**

The LSO/VO will identify the venues for the ALNS centres and the SMT will validate suitability of the venues.

### **8.5.3.4 Selection, Hiring, Training of and Payment to Adult Literacy Teacher:**

The CLLG DIU will select a local Adult Literacy Teacher for each centre in consultation with the LSO/VO. The CLLG DIU will sign a ToR with the teachers. A sample ToR has been given in [Annex I-4](#)

The basic qualifications, skills and other requirements of the teacher are as under:

- i. Minimum Middle Pass;
- ii. Lives in the village/ nearby the Literacy Centre;
- iii. Women will be given preference;
- iv. Willing to attend the training course;
- v. The Training Institute will provide training to the teachers. The CLLG SMT will arrange the trainings;
- vi. The CLLG DIU will procure ALNS books and teachers' guides from NCHD/any other relevant institute and start the ALNS centres; and

- vii. The Literacy Centres will remain closed only on Sundays and National Holidays.

#### **8.5.3.5 Payment of Monthly Salary to the Teachers**

- i. By the first week of the subsequent month, the SMT will collect monthly status report of the Literacy Centre from the Teachers. The format for the monthly status report is given in Annex I-5;
- ii. The SMT will submit a request for payment of the monthly salary of the Teachers to the DIU along with the monthly status of their Literacy Centres;
- iii. The Deputy Director CLLG DIU (Assistant/Deputy Director Local Government) will approve the payment.
- iv. The CLLG DIU through Account Office will make payment to the teachers through direct credit system; and
- v. Photocopy of the salary cheques will be attached to the payment voucher

#### **8.5.3.6 Closing of the Literacy Centres**

- i. Certificates will be given to the passed-out literacy and numeracy students;
- ii. The SMT will ensure payment of electricity and other utility bills of the centres till the end of the rented period;
- iii. The rented building will formally be handed over to the landlord and a clearance certificate will be obtained from him regarding full payment of rent and utilities and safe keeping of the building. The clearance certificate will be filed in the rent file for future reference. A sample clearance certificate has been given in Annex I-6; and
- iv. The Teachers' Guidebooks, unspent office supplies, un-used teaching materials, etc. will be collected from Literacy Centres and deposited with the Administration Section at the DIU for future use.

#### **8.5.3.7 Monitoring and Reporting**

- i. The DIU SMT will visit the centres on monthly basis to ensure their proper functioning and to do course corrections on time;
- ii. NCHD/Training Institute will carry out monitoring visits of the LNS centres as per the agreed schedule and terms and conditions;
- iii. The DIU / SMT will maintain proper record of the LNS centres and report their progress along with challenges and issues to PIU.
- iv. The DIU / SMT will also maintain a financial record of the LNS activities and will report to PIU

#### **8.5.4 Training of Beneficiaries on Enterprise Development and Marketing**

Community members who will be falling in PSC score range 0 -18 will be given Income Generating Grants (IGGs). The purpose of the training is to provide enterprise development and marketing skills to the Income Generating Grant (IGG) beneficiaries. The training will make the beneficiaries of IGG able to prepare a sound business plan for utilisation of the grant fund in a sustainable and profitable manner.

The CLLG Programme DIU SMT will develop training modules and organise training programmes. The training module will be developed considering the literacy and numeracy skills of the women. The trainings will be conducted by the

master trainer. The women trainees will be allowed to bring their family member/infants with them to cater to their special needs.

Training date and venue will be decided by the DIU SMT in consultation with the PIU. Note: Guidelines for planning and arranging training sessions is given in Annex A-1.

## **8.6 Provision of Income Generating Grants (IGGs) to Community Members**

### **8.6.1 Purpose**

The main purpose of IGG is to provide assistance to the poor community members through cash grants and guidance so that they are able to start/improve economic activity and their incomes. IGG grant will also improve the effectiveness, managerial capacities and relevance of the community institutions (COs/VOs/LSOs) on a sustainable basis and keep the community institutions functional and active.

### **8.6.2 Approach**

IGG to community institutions is an integral part of the CLLG social mobilisation approach. The community institutions, (CO/VOs/LSOs), once formed and recognised by the government authorities will be given an IGG as a community grant by the CLLG Programme. These community institutions will then provide a platform for planning and implementation of household level interventions to improve the lives of the people especially the poor women. The IGG will be managed and implemented by these community institutions themselves. CLLG Programme will build the technical and managerial capacities of these institutions to achieve the purpose. The LSOs/VOs/COs will develop policies and procedures (amount of grant, methods of procurement and distribution of assets, etc.) of managing the IGG with the technical support of DIU/SMT. The main principle around which the policies and procedures will be developed is: IGG is a one-time grant to support innovative economic activities.

The CLLG DIU SMTs/CRPs will also provide assistance to the community members in identifying innovative economic opportunities on the basis of past experience of similar initiatives in the area, assessment of the local needs and also learning from other programmes. Where women COs exist, IGG will be given to women members. IGG could be given to a sibling of a woman member, where needed. However, in case of men-only COs, IGGs could be given to men members as well

### **8.6.3 General Procedures of IGG**

The procedure for implementing IGG in the CLLG Programme is summarised below:

- i. The component of Income Generating Grant (IGG) will be implemented through sub-granting to VO/ LSOs according to CLLG procedures and government rules;
- ii. After receiving the sub-grant, the Community Institutions then procure the income generating assets identified by the beneficiaries and provides to

the eligible poor and poorest households, to undertake economic activities identified in the Micro Investment Plans (MIPs)/ Income Generating Plans (IGPs) prepared by individual households at the CO level;

- iii. The CLLG District Implementation Unit & SMT will provide technical support to the community institutions in the implementation of the IGG and monitor, maintain records of IGG intervention at every level and report to the PIU;
- iv. IGGs will be given to women LSOs/VOs, where present. Otherwise, IGG could be given to mixed/men only LSOs/VOs.
- v. In case of mixed LSOs/VOs, women will have 50% active membership in IGG committee; and
- vi. The CLLG DIU & SMT will provide extra backup support to women IGG committee members, considering their management capacity gaps.

#### **8.6.4 General Steps for IGG**

Following are the steps to be followed for implementation of IGG related activities under the CLLG Programme:

- i. The component of Income Generating Grant (IGG) will be implemented through sub-granting to VOs/ LSOs.
- ii. The SMT shall form CO/VO/LSO i.e., CI in the Programme area of intervention according to the Social Mobilisation approach explained in Chapter 6 of this manual.
- iii. The SMT shall conduct PSC and only those households scoring between 0 and 18 on the PSC scale shall be considered for IGG.
- iv. The SMT will thereafter, in collaboration with the CI, develop MIP/IGP. Based on MIP/IGP, the SMT in close coordination and collaboration with the CI members/community shall identify IGG beneficiaries.
- v. Initially, based on PSC score, the selection of individuals for IGG sub-granting will be made, based on auto-generated MIP lists by the CLLG-MIS.
- vi. The auto generated MIP list of individuals shall be shared with respective VOs before the VDP/UC/MC DPS development to record data against the required indicators (Annex J-9).
- vii. IGG related data shall be entered in the IGG module of CLLG prioritization model in CLLG-MIS. CLLG-MIS shall undertake two stage screening and ranking of IGG interventions based on set criteria and defined indicators. Please see 8.6.4.1 Prioritization of IGG interventions for details.
- viii. Afterwards, the SMT shall undertake appraisal/ground verification on the basis of individual interviews of the selected beneficiaries to assess their willingness, future plans and confirmation by the concerned CO / VO. In the meantime, CRP/CBK shall be engaged in consultation with SMT to maintain IGG record keeping. The CRP/CBK supported by SMT shall undertake appraisal (Annex-E3) of beneficiary household under the specified criteria and based on the appraisal the relevant entrepreneur will be decided.
- ix. Upon accomplishment of the appraisal and IGG eligibility criteria, the CI shall submit a resolution along with a proposal (prescribed format Annex J-1) to the Assistant Director CLLG DIU, through the SMT.
- x. In the meantime, IGG shall be incorporated in VDP/UC/MC DPS of the respective UCs.
- xi. The community priorities in UC/MC DPS shall be ranked through CLLG-MIS based automated criteria which shall be submitted to Assistant Director



Local Government after ground verification carried out by the Technical Team.

- xii. The Deputy Coordinator CLLG DIU will submit this request to the Deputy Director CLLG DIU (Assistant Director Local Government).
- xiii. On the recommendation of the Livelihood Officer, the Deputy Coordinator CLLG DIU will submit the IGG grant proposals to the Assistant Director Local Government.
- xiv. On the other hand, upon receipt of the resolution and proposal from the community institution, the CLLG SMT/CRP based at the district level will assess the eligibility criteria (Annex J-1) of the community institutions.
- xv. Prior to submitting to District Implementation Unit (DIU) for technical review, the SMT shall undertake ground verification on the basis of individual interviews of the selected beneficiaries to assess their willingness, future plans and confirmation by the concerned CO / VO;
- xvi. At the district level, the DIU shall submit after scrutiny, and sanction of the requests for IGG sub-grants with its recommendations to JDDC for approval.
- xvii. Upon approval of the JDDC, a sub-grant agreement (Annex-E2) will be signed between the GOB/CLLG and eligible community institutions (CO/VO/LSO) for undertaking IGG project.
- xviii. Upon approval, in the district, the CLLG Technical Team will develop a standard sub-grant agreement (Annex-E2) for IGG in line with the government rules. However, the CLLG Technical Team do certain amendments as per the need of contract agreement with GOB.
- xix. Upon signing of sub-grant agreement, the ADLG shall submit request to the Deputy Commissioner for transfer of the grant amount in the account of the community institution through Account Office.
- xx. After signing agreement & transfer of funds to CIs' bank A/C, CI will form a Procurement Committee for purchase of assets mentioned in the appraisal forms of the beneficiaries. With regards to the purchase of assets (Annex-E4) the purchase committee shall follow procurement guidelines provided separately.
- xxi. After establishing the entrepreneur, the respective CI shall track the use and benefits of IGG and report to SMT CLLG on prescribed tracking sheet (Annex-E7).
- xxii. The SMT/CRP shall support the beneficiaries to procure income generating assets and to undertake economic activities.
- xxiii. The SMT shall monitor, maintain IGG interventions and record the progress (as per Annex-E8) and further provide the data to the MIS Officer based at DIU, who shall maintain the data in the CLLG MIS

#### **8.6.4.1 Prioritization of IGG interventions**

The IGG interventions, captured in UC/MC DPS shall be entered in CLLG-MIS to be evaluated under two-stage screening and scoring criteria.

#### **8.6.4.2 Screening Criteria for IGG interventions.**

- i. Is beneficiary's PSC score greater than 18?
- ii. Is IGG/CIF cost mentioned in UC/MC DPS greater than 60,000 PKR?
- iii. Is beneficiary a permanent public employee?
- iv. Is beneficiary not inhabitant of the same UC?

Under the screening criteria, any of the above given indicator inked as “Yes”, will result in outright rejection of the IGG interventions. Individuals proposed by CIs for IGG interventions which qualify the above screening criteria shall also be evaluated against the following MIS based scoring criteria. After qualifying the screening and scoring criteria, individuals securing maximum score will be shortlisted for funding under CLLG in that particular UC. This two-stage screening & scoring is entirely automated and shall be executed through CLLG-MIS.

Scoring Criteria is given below:

| S.# | Indicators             | Weightage | Source/Scoring logic                                                                                                                                                                           |
|-----|------------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | PSC Priority Range     | 20%       | Under PSC individuals ranked lower will get more weightage.                                                                                                                                    |
| 2   | UC/MC DPS Priority     | 25%       | Interventions listed on top of the prioritized list in the UC/MC DPS prepared by CIs will get more weightage. interventions ranked lower by CIs in UC/MC DPS priority list get less weightage. |
| 3   | Work Experience        | 5%        | More weight will be given to individuals with a higher level of education.                                                                                                                     |
| 4   | Women Headed Household | 15%       | Interventions proposed by CIs to be undertaken by Women headed household will get more weightage.                                                                                              |
| 5   | Number of Dependents   | 15%       | Interventions proposed by CIs to be undertaken by individuals having more dependents will get more weightage.                                                                                  |
| 6   | Inclusiveness          | 20%       | Interventions proposed by CIs to be undertaken by marginalized groups i.e.. Women, girls, minority, transgender and disabled person will get more weightage.                                   |

Details of scoring of IGG interventions mentioned in Annex J-10

## **8.6.5 Specific procedures for IGGs.**

### **8.6.5.1 Accessing IGG Sub-grant by the Community Institutions (VOs/LSOs)**

#### **8.6.5.1.1 Eligibility Criteria for IGG sub-granting**

The community institution (VOs/LSOs) must fulfil the following eligibility criteria to qualify for receiving an IGG sub-grant from the CLLG:

The VO/LSO:

- i. is formed based on the concept of the CLLG Policy/Programme;
- ii. is registered or notified by any government authority as mentioned in this manual;
- iii. has a bank account;
- iv. has finalised MIPs/IGPs for potential IGG beneficiaries and incorporated those in the UC/MC DPS;
- v. has the potential beneficiaries of IGG who have their IGG appraisals done;
- vi. has the potential beneficiaries adhere to the IGG beneficiary selection criteria given in this manual;
- vii. has the beneficiaries agree to use the IGG for the purpose mentioned in the Micro Investment Plan MIP/Income Generating Plan (IGP);

- viii. proposed beneficiaries are a member of the CO and participating in the CO meetings. If not the VO/LSO agreeing to make them member of the CO;
- ix. has put in place a system for record keeping of all transactions, financial management and monitoring according to this Policy Implementation Manual required for IGG management;
- x. is willing to maintain update and report to GOB/CLLG about the use and benefit of IGG through a beneficiary tracking sheet provided by the CLLG;
- xi. sub-grant (including the IGG) from the CLLG Programme does not exceed PKR. 10 million;
- xii. agrees to all GOB audit requirements laid down in this manual; and
- xiii. agrees to all reporting requirements of the CLLG

#### **8.6.5.1.2 Size of Sub-grant for IGG:**

The size of each sub-grant to the Community Institution will vary according to the number of eligible members and their investment plans. However, it will not exceed PKR.10Million per community institution. After receiving the sub-grant, the community institutions will facilitate their members to start income generating activities through providing small one-time grants.

The IGG size should not exceed PKR.100,000 for each eligible beneficiary and will be determined by the community institutions (CO/VOs/LSOs) depending on the local situation. However, for the purpose of budgeting, an average IGG size of PKR. 100,000/beneficiary has been allocated.

The exact amount of each sub-grant to the community institutions and grant to each eligible poor household will be determined through establishing the MIP followed by IGG appraisal and assessment of the poverty scorecard survey, based on prior experiences of establishing such entrepreneurs, lessons learned/success stories, and analyzing the historical data by the technical staff of CLLG DIU SMT in light of the community institutions' resolution and VDPs.

#### **8.6.5.1.3 Types of Income Generating Activities Supported by IGG**

In a community-led participative local development approach, it is impossible to determine in advance the type and number of income generating activities to be implemented. The nature and number of income generating activities will evolve during programme implementation and will be determined by the communities as part of the social mobilisation process including needs identification through Micro Investment Plan (MIP), IGG appraisal and resolution of the community institutions. However, given the large number of community institutions and resource constraints a community institution will not be given more than one sub-grant for IGG.

The type of income generating activities will be determined by the communities themselves based on the felt need and priority of the programme in their village development plan. A tentative list may include, small scale businesses, livestock rearing, value addition in agriculture products/inputs, adoption of new technologies in livestock and agriculture farming, handicrafts, etc. and many other such needs identified and prioritised by the beneficiary and innovative economic activities identified by the CLLG / SMT staff according to the local market and the beneficiaries' capacity to manage.

#### **8.6.5.1.4 List of Unsupported Income Generating Activities by IGG**

- i. The principal amount of IGG will not be used for payment of salaries, office expenses, etc. of the CO/VO/LSO; and
- ii. The IGG money shall not be used by the beneficiaries for:
  - a. Property/real estate development;
  - b. Commercial construction;
  - c. Hazardous/toxic chemicals and/or waste (products in classes 1A & 1B or formulations of products in class II of WHO);
  - d. Plastic bags, radio-active material;
  - e. Tanneries;
  - f. Timber, logging, deforestation;
  - g. Financial services (by sub-borrowers/individuals);
  - h. Explosives, armaments, ammunition, mining;
  - i. Cultivation/processing of poppy and/or other prohibited varieties;
  - j. Breweries;
  - k. Poaching/hunting; and
  - l. Informal cross-border trade
  - m. Further subletting by the beneficiary

#### **8.6.5.1.5 Dialogues with CLLG / SMT about the IGG Grant**

The CLLG / SMT will inform the members of the Community Institutions about the IGG opportunity, its purpose, procedures to access and benefit to the community institutions and community members through the regular meetings and/or special meeting for this purpose. Based on these dialogues the community institutions will develop IGG Proposal outlining the policy and procedure for IGG operations to ensure its longer-term sustainability. Example of IGG Proposal is attached at [Annex J-1](#). The CLLG/SMT Staff based at the PIU and district will support the community institutions in developing the IGG Proposal document.

#### **8.6.5.1.6 Resolution and Proposal from the Community Institutions for IGG**

Any of the community institutions (COs/VOs/LSOs) who fulfil the IGG eligibility criteria can apply to the CLLG for the IGG sub- grant through a resolution passed by members of the CO/VO/LSO in their meeting. The resolution will be submitted to the DIU, through the SMT / Technical Team along with the IGG proposal. After technical review, the Deputy Coordinator CLLG DIU will submit this request to the Deputy Director CLLG DIU along with other projects for review and submission to JDDC.

#### **8.6.5.2 Assessment of the Community Institutions for IGG Grant**

Upon receipt of the resolution and proposal from the community institution, the CLLG SMT/CRP based at the district level will assess the eligibility criteria of the community institutions. A checklist for assessment is given in the IGG proposal [Annex J-1](#). On the recommendation of the Technical Team, the Deputy Coordinator CLLG DIU will submit the IGG proposals to the Assistant Director Local Government.

### **8.6.5.3 Approval of IGG Sub-Grant**

At the district level, the District Implementation Unit (DIU) will be responsible for compliance scrutiny, and sanction of the requests for IGG sub-grants. DIU will submit its recommendations to JDDC for final approval in its next meeting.

### **8.6.5.4 Signing of IGG Sub-grant Agreement between GOB/CLLG and Community Institutions**

Upon approval of the JDDC, a sub-grant agreement will be signed between the GOB/CLLG and eligible community institutions (CO/VO/LSO) for IGG. The CLLG Technical Team will develop a standard sub-grant agreement for IGG in line with the government rules. A sample of sub-grant agreement template is attached at [Annex J-2](#) as an example. The CLLG Technical Team may amend this according to the need of their contract agreement with GOB. The CLLG / SMT staff will explain all the terms and condition of the sub-grant agreement to the community institution in a grant signing meeting and the community institutions will record it in their Proceeding Records (Karwai Register). The signed sub- agreement will have two copies, one for the CLLG and other for community institutions record.

### **8.6.5.5 Transfer of Sub-grant to the Community Institutions**

Once the IGG sub-grant agreement is signed, the Deputy Coordinator CLLG DIU will submit a file with release documents to the Assistant Director Local Government for transfer of the grant amount in the account of the community institution through Account Office according to the agreed payment schedule in the grant sub-agreement signed with the community institution.

### **8.6.5.6 Provision of IGG Books of Records**

The SMT will provide the following IGG books of records to the Community Institutions:

- i. IGG Appraisal Form ([Annex J-3](#));
- ii. Asset Transfer Form ([Annex J-4](#));
- iii. Community Institution's IGG Beneficiary Approval Checklist ([Annex J-5](#));
- iv. IGG Record Register ([Annex J-6](#));
- v. IGG Beneficiary Tracking Sheet ([Annex J-7](#)).
- vi. Monthly IGG Progress Report ([Annex J-8](#)); and

The Community Institutions' leader/office bearers will be responsible to maintain and update these records with the support of the Community Book Keeper (CBK). The CLLG SMT will provide advice and training on how to keep and maintain the IGG records updated.

### **8.6.5.7 Record Keeping of IGG Intervention at DIU Level**

The CLLG concerned staff will maintain separate records for the IGG interventions, and record funds disbursed to each community institution (CO/VO/LSO) as appropriate. The records maintained by CLLG should provide them with the past and current status of IGG amount disbursed and number of beneficiaries reached. For this purpose, the CLLG MIS should have a module for the IGG.

#### **8.6.5.8 Monitoring of IGG Intervention by CLLG**

The CLLG will institute effective monitoring system at all levels through SMTs, District office, and PIU, and develop adequate reporting formats. The DIU through SMT should ensure field verification and utilisation of IGG through monitoring by its field and monitoring staff.

#### **8.6.5.9 Operational Procedures for Implementation of IGG by Community Institutions**

The IGG can be given at any of the Community Institution (CO/VO/LSO), who meets the eligibility criteria of accessing the IGG. The following steps will be followed in for implementation of IGG at the community institution level:

##### **8.6.5.9.1 Appointment and Remuneration of CO/VO/LSO Community Book Keeper**

As IGG intervention will require maintaining transparent financial records, a Community Book Keeper (CBK) shall be appointed by the grantee Community Institution to help in managing financial transactions of IGG. CLLG/ SMT will train CBK on IGG record keeping. The CBK shall be engaged in consultation with CLLG SMT, and remunerated by the Community Institution as approved by general body and executive body respectively.

Roles and Responsibilities of the CBK:

- Maintaining and updating financial records of IGG and other relevant records of the Community Institution;
- Prepare cash receipts;
- Prepare vouchers and cheque;
- Help the Community Institution's Manager/Secretary to carry out IGG appraisals; and
- Maintain IGG documents and IGG register

##### **8.6.5.9.2 Eligibility Criteria for IGG Beneficiaries**

Only household members of COs falling in the PSC score category of 0-18 are eligible for IGG support according to the need identified in their household MIP. Each member household can access either IGG or CIF at one time. However, the poorest households that had availed IGG can access CIF in future at their turn.

##### **8.6.5.9.3 IGG Appraisals**

The grantee Community Institution through the CRP/CBK will conduct an appraisal of the potential IGG beneficiaries on the prescribed form attached at Annex J-3. The CRP/CBK will submit the filled appraisal forms to the grantee community institutions with their recommendation for approval or otherwise. Followed by appraisal, CIs shall use a checklist to validate IGG appraisal (Annex-F4). The grantee Community Institution will discuss the results of the IGG appraisals in the meeting of community institution, document its decision in the Karawai Register and submit the list of approved beneficiaries with a resolution to the SMT. The SMT will verify at least 10% of the proposed beneficiaries'. A checklist for this purpose is attached at Annex J-5. Any rejected cases will be sent back to the respective community institution for correction. The list of accepted

beneficiaries will be sent to the District Coordinator CLLG Programme at the district level and the grantee community institution for the release of IGG to the beneficiaries according to the procedures specified above.

#### **8.6.5.9.4 Procurement and Transfer of Assets to Beneficiaries**

The Community Institution will form a Procurement Committee for purchase of the assets mentioned in the appraisal forms of the beneficiaries. The Procurement Committee should be comprised of the following members:

- The President and General Secretary of LSO or VO (whichever the case);
- In case of VO, a nominated member of LSO;
- The beneficiary members or their nominees; and
- The nominee from the Admin & Finance section of CLLG.

The Procurement Committee should follow the following guidelines:

- i. Shall visit the nearest market and check for prices;
- ii. Three quotations shall be obtained in writing and all the Procurement Committee members shall sign the quotations. In case of remote villages where it would not be possible to get proper quotations, quotation on simple paper with name of shop keeper, his mobile number, date and sign/thumb may be used.
- iii. Purchase Order shall be issued by the LSO/VO, duly signed by the committee members as well as two other members from the LSO/VO, with a copy to CLLG /SMT office;
- iv. All payments over PKR. 20,000/- shall be made through crossed cheque in favor of the vendor;
- v. In the case where the vendor is not ready to accept cheque for payments above Rs. 10,000/- LSO/VO may make cash payment in the presence of two community members (non-signatories of cheques) and a SMT representative. However, except for livestock under any circumstances no payment over and above PKR. 50,000 can be made in cash; and
- vi. Handing over of Cheque/cash shall be photographed and made part of the documentation.
- vii. Tax will be deducted from the Vendor as per Government rules.

#### **8.6.5.9.5 Record Keeping of IGG**

The IGG details (name, amount, date of disbursement, purpose, details of assets) would be recorded into the community institution's IGG Record Register by the Manager/Secretary/CBK, and signature or thumb impression of the beneficiary members will be taken on it. The format for the IGG Record Register is attached at Annex J-6, and records will be updated by the community institution Manager/Secretary or CBK. The list of unsupported income generating activities by IGG should be clearly explained to the IGG beneficiary.

#### **8.6.5.9.6 Monthly IGG Progress Report**

The CBK of the grantee community institution will prepare a monthly IGG progress report on the prescribed format given at Annex J-8 and submit it to the concerned CLLG SMT/CRP on monthly basis.

### 8.6.5.9.7 CLLG Management Information System

The CLLG MIS Officer based at the DIU will enter the progress data into the CLLG-MIS. The CLLG SMT shall record, analyze and report IGG activities through the CLLG-MIS. Once the LSOs are formed, access to the MIS will be given to them with limited privileges. The software shall manage both the financial and program data with adequate built-in controls to ensure data integrity.

### 8.6.5.9.8 Monitoring of the IGG Beneficiaries

The Community Institution will maintain a tracking sheet of IGG beneficiaries and monitor the use and benefits of the IGG amount by the beneficiaries. The format for the Beneficiary Tracking is attached at [Annex J-7](#).

#### Comparison of TVET, IGG and CIF Screening and Scoring Criteria

*Under the screening criteria, any of the above given indicator inked as “Yes”, will result in outright rejection of the CIF interventions. Individuals proposed by CIs for CIF interventions which qualify the above screening criteria shall also be evaluated against the following MIS based scoring criteria.*

#### Scoring Criteria

| TVET                                                                        | IGG                                                                     | CIF                                                                       |
|-----------------------------------------------------------------------------|-------------------------------------------------------------------------|---------------------------------------------------------------------------|
| 1. Does the beneficiary fall within the PSC band (0-23)?                    | i. Is beneficiary's PSC score greater than 18?                          | i. Is beneficiary's PSC score greater than 23?                            |
| 2. Is beneficiary age between 18 and 46?                                    | ii. Is IGG/CIF cost mentioned in UC/MC DPS greater than 60,000 PKR?     | ii. Is CIF cost mentioned in UC/MC DPS greater than 100,000 PKR?          |
| 3. Has the beneficiary already received the same proposed training in past? | iii. Is beneficiary a permanent public employee?                        | iii. Is beneficiary a permanent public employee?                          |
| 4. Is the individual beneficiary of any income support Programme?           | iv. Is proposed individual beneficiary of any income support Programme? | iv. Is proposed individual a beneficiary of any income support Programme? |
| 5. Is beneficiary physically and mentally fit to undertake training?        | v. Is beneficiary inhabitant of the same UC?                            | v. Is beneficiary inhabitant of the same UC?                              |
| 6. Is beneficiary inhabitant of the same UC?                                |                                                                         |                                                                           |

| TVET                   |           | IGG                    |            | CIF                    |            |
|------------------------|-----------|------------------------|------------|------------------------|------------|
| Indicators             | Weightage | Indicators             | Weight age | Indicators             | Weight age |
| PSC Priority Range     | 20%       | PSC Priority Range     | 20%        | PSC Priority Range     | 20%        |
| UC/MC DPS Priority     | 20%       | UC/MC DPS Priority     | 25%        | UC/MC DPS Priority     | 20%        |
| Work Experience        | 5%        | -                      | -          | Work Experience        | 10%        |
| Education              | 5%        | Education              | 5%         |                        |            |
| Women Headed Household | 15%       | Women Headed Household | 15%        | Women Headed Household | 15%        |
| Age-Group              | 15%       | Number of Dependents   | 15%        | Number of Dependents   | 15%        |
| Inclusiveness          | 20%       | Inclusiveness          | 20%        | Inclusiveness          | 20%        |



## **8.7 Provision of Community Investment Fund (CIF) to Community Members**

### **8.7.1 Introduction**

Community Investment Fund (CIF) entails the provision of a capital grant by the Community Led Local Governance (CLLG) Programme to community institutions (CO/VOs/LSOs). The CIF is targeted at the women from poor and poorest households and is used by the community institutions as a revolving fund. Poverty Scorecard (PSC) is used to identify the eligible households to ensure that only the poor and poorest households access CIF capital.

### **8.7.2 Purpose**

CIF grant will serve three purposes

- i. Improve the effectiveness, managerial capacities and relevance of the community institutions (COs/VOs/LSOs) on a sustainable basis and keep the community institutions functional and active;
- ii. Using the grant to provide capital to CO members for income generating activities and revolve it to benefit maximum number of poor households. It is expected that the CIF grant will directly contribute to an average sustainable increase of poor households' income by 30%; and
- iii. Empower women beneficiaries socially and economically at household and community level.

### **8.7.3 Approach**

CIF grant to community institutions is an integral part of the CLLG social mobilisation approach. The community institutions, (CO/VOs/LSOs), once formed and recognised by the government authorities will be given a Community Investment Fund (CIF) as a community grant by the CLLG. These community institutions will then provide a platform for planning and implementation of household level interventions to improve the lives of the people especially the poor and women. The CIF will be managed and implemented by these community institutions themselves. CLLG will build the technical and managerial capacities of these institutions to achieve the purpose mentioned above. The LSOs/VOs/COs will develop policies and procedures (amount of loans, repayment terms, processing fee, service charge if any, methods of the issue of loans and repayments, etc.) of managing the CIF with the technical support of CLLG. The main principles around which the policies and procedures will be developed are: CIF is to be 'used and not consumed'; and serve poorer households.

CIF will provide financially sustainable access to finance for the poor and marginalized groups. It will also strengthen social mobilisation on a sustainable basis by directly encouraging the creation of community-based institutions, keep them active and functional and will also enhance participation of the poor in such institutions. It will also improve the living standards of individual borrowers and their households. It will additionally improve the social status and status of the women at the household and communal levels. The CIF beneficiaries would preferably be 100% female.

The core principles of CIF are given in Table below:

**Table 4 : Core Principles of CIF**

|           |                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1.</b> | <b>Ownership</b>                   | CIF is granted by CLLG and is owned by CO/VO/LSO. Only in case of misappropriation of CIF sub-grants by the CO / VO / LSO, the GOB CLLG Programme reserves the right to get back the sub -grant and revolve it for other eligible CO / VO / LSOs.                                                                                                                                                                                                                                                                                                                                                                         |
| <b>2.</b> | <b>Autonomy</b>                    | The sole responsibility and decision making relating to the management and implementation of CIF lies with the community institutions (CO/VO/LSO). CLLG provide technical assistance to the community institutions when required. Hence, it is an integral part of the social mobilisation process to build trust among the community members, to empower them and to support them in their efforts to improve their lives and livelihoods.                                                                                                                                                                               |
| <b>3.</b> | <b>Clear Targeting Methodology</b> | (PSC), CLLG-MIS based scoring and ranking criteria or any other criteria defined by the GOB, community validation, are used to identify the poor and the poorest households for accessing CIF.                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>4.</b> | <b>Goal oriented</b>               | Since CIF operations are managed by CO/VO/LSO during and beyond the project period, it becomes a long-term source of capital for the poor and poorest households, as well as a source of strengthening the COs, VOs and LSOs since they are actively involved in CIF disbursement, recovery, monitoring and record keeping. The collective management of CIF fosters a sense of ownership, builds trust and creates empowerment among the members of CO/VO/LSO, and this in turn strengthens the process of turning these grassroots organisations into stronger, functional and more mature organisations of the people. |
| <b>5.</b> | <b>Growth oriented</b>             | VO/LSO will make decisions to ensure that while CIF is utilized, it also increases over time. This could be done through setting processing fees and/or service charges and the CIF grant multiple times.                                                                                                                                                                                                                                                                                                                                                                                                                 |

### 8.7.4 General Procedures of CIF

The procedure for carrying out CIF under the CLLG Programme is summarized below:

- i. The component of Community Investment Fund (CIF) grant will be implemented through sub-granting to any of the community institution (COs/VOs/LSOs) that fulfil the CLLG, criteria. Sub-granting to community institutions for implementation of the CIF is in compliance with CLLG social mobilisation sustainability and capacity building approach. For better financial management, the CLLG Policy/Programme stakeholders will follow the guidelines provided in Chapter 3 of this manual (Financial Procedures for CLLG Programme) as well as any additional guidelines issued in this regard;

- ii. After receiving the sub-grant, the Community Institutions (CO/VO/LSO) then provides CIF to poor and poorest women on a rotational basis, to undertake economic activities identified in the Micro Investment Plans (MIP)/IGP prepared by individual households at the CO level;
- iii. The CLLG/ SMT will provide technical support to the community institutions in the implementation of the CIF and monitor, maintain records of CIF intervention at every level and report to the PIU, LG&RDD, GOB;
- iv. CIF will be given to women LSOs, where exist. Otherwise, CIF shall be given to mixed/men only LSOs. In case of mixed LSOs, women will have 50% active membership in LSOs' CIF committee;
- v. The LSO bookkeeper shall preferably be women to ensure access and interaction with women CIF beneficiaries; and
- vi. The CLLG Programme will provide extra backup support to women CIF committee members, considering their management capacity gaps.

### **General Steps to Undertake CIF Activities**

Following are the general steps to implement CIF related activities under CLLG Policy:

- i. The SMT shall form or will use already available social capital in the form of established CO/VO/LSO i.e., CI in the Programme area of intervention to undertake CIF activity.
- ii. The SMT shall conduct PSC and only those households scoring between 0 and 23 on the PSC scale shall be considered for CIF.
- iii. The SMT will thereafter, in collaboration with the CI, shall develop MIP/IGP. Based on MIP/IGP, the SMT in close coordination and collaboration with the CI members/community shall identify CIF beneficiaries and shall provide technical assistance regarding implementation of CIF activity. The women CIs/beneficiaries will be preferred. However, if not available, mixed or male CIs shall be granted.
- iv. Initially, based on PSC score, the selection of individuals for IGG sub-granting will be made, based on auto-generated MIP lists by the CLLG-MIS (Annex F- 9);
- v. The auto generated MIP list of individuals (Annex K-9) shall be shared with respective VOs before the VDP/UC/MC DPS development to record data against the required indicators.
- vi. CIF related data shall be entered in the CIF module of CLLG prioritization model in CLLG-MIS. CLLG-MIS shall undertake two stage screening and ranking of CIF interventions based on set criteria and defined indicators. (for details see Prioritization of CIF Interventions)
- vii. Afterwards, the SMT shall undertake appraisal/ground verification on the basis of individual interviews of the selected beneficiaries to assess their willingness, future plans and confirmation by the concerned CO / VO. In the meantime, CRP/CBK shall be engaged in consultation with SMT to maintain CIF record keeping. The CRP/CBK supported by SMT shall undertake appraisal (Annex-E3) of beneficiary household under the specified criteria and based on the appraisal the relevant entrepreneur will be decided.
- viii. The average costs for CIF sub-grant size shall not exceed 10 million PKR per CI. Whereas the loan ceiling to the beneficiary under CLLG defined criteria should not exceed (PKR 100,000).

- ix. However, the exact amount to undertake CIF intervention, each eligible beneficiary will be determined through establishing the MIP/IGP followed by CIF appraisal and assessment of the PSC by the SMT in light of the community institutions' resolution (Annex-F1) and UC/MC DPS. Followed the appraisal, CIs shall validate the CIF appraisal using a checklist (Annex-F4), discuss the findings of appraisal in CI meeting and record in Karawai/Record Register (Annex-F5)
- x. The identified beneficiaries' data shall be entered in the CIF module of CLLG-MIS for scrutiny under the defined CLLG-MIS selection criteria
- xi. Based on the criteria set in CLLG-MIS, the beneficiaries mentioned in UC/MC DPS will be shortlisted. Subsequently, the Livelihood staff shall validate the MIS-based indicators as per the allocated funds for the UC.
- xii. After the validation/appraisal, the SMT will inform Community Institutions members about the CIF grant opportunity, its objective, access processes, and benefits in regular and/or special meetings. Community institutions will develop a CIF Grant Proposal (Annex-F1) based on these dialogues to guarantee its long-term viability under CLLG-Policy Procedures.
- xiii. The eligible CIs, after developing the proposal shall pass a resolution and submit to the Assistant Director DIU at CLLG District Implementation Unit (DIU) office, through the SMT along with the CIF grant proposal.
- xiv. Upon receipt of the resolution and proposal from CIs, the CLLG SMT/CRP based at district level will assess the eligibility criteria as per Annex K-1. On the recommendation of the Livelihood Officer, the District Coordinator CLLG Programme will submit the CIF grant proposals to the Assistant Director Local Government.
- xv. The Proposals then shall be submitted to TEC/DIU for scrutiny, and technical sanctions. DIU will submit its recommendation to JDDC for final approval of the requests for CIF sub-grants.
- xvi. Upon approval from JDDC, a sub-grant agreement will be signed between the Assistant Director ADLG, DIU and eligible CIs for CIF Grant, countersigned by the Deputy Commissioner. The PIU Technical Team will develop a standard sub-grant agreement for CIF in line with the fund flow arrangement elaborated in Chapter 3. A sample of sub-grant agreement template is attached at Annex K-2 as an example.
- xvii. Upon signing of agreement, the DIU shall place a request to ADLG regarding approval and transfer the grant amount through the Account Officer in the designated bank account of the CIs as per the agreed payment schedule mentioned in the grant sub-agreement.
- xviii. Upon receipt of funds in CIs' Account, the Manager/Secretary of the grantee CI shall issue order cheques to the designated recipients.
- xix. Subsequently, a list of the beneficiaries will be submitted to the Assistant Director DIU, who will advise the bank to disburse the funds to the beneficiaries accordingly. The CI shall ensure recipients' timely return of CIF funds. In this regard, two CI members will guarantee the beneficiary's CIF payback.
- xx. In order to ensure recordkeeping of CIF related activities CRP/CBK shall be hired. The CRP/CBK shall appropriately manage overall CIF activities record and after tracking the progress shall prepare progress report as per Annex-8.
- xxi. Prior to receiving the cheque, each CIF recipient shall pay the relevant CIs a processing fee which is on account of processing charge to compensate expenses. CIs may charge service fees on CIF loan monthly payments in

- addition to the processing cost. The processing fee/service costs will be utilized to operate the CIF related activities, including paying the CRP/CBK.
- xxii. All CIF payments will be repaid monthly/quarterly as agreed in the CIF appraisal with CIF beneficiaries. The beneficiary will pay back CIF installment to the respective CI or its lower-level member institution or designated bank account. The CI's Manager/Secretary shall record instalment repayments in the beneficiary's CIF passbook (Annex-F6) and issue an official receipt. In case of CIF recovery paid in cash, the CI's Manager/Secretary shall deposit the amount into the designated CIF Bank Account.
  - xxiii. Once sufficient CIF loan recoveries have been made, the community institution shall start the process of releasing the next round of CIF to members in the 'waiting list'. Priority will be given to members based on merit. Later, when CO members from earlier rounds of CIF request further support, the community institution will assess the household's performance in terms of utilisation and on-time recovery of the previous round of CIF and attendance rate at CO meetings before deciding whether to provide subsequent CIF support.
  - xxiv. CLLG-MIS will be used to store CIF-related data for screening, ranking of CIF beneficiaries, recording, processing, and analysis, as well as further dissemination to stakeholders for information, monitoring, planning and decision making.
  - xxv. The respective CIs shall maintain tracking sheet with regards to monitoring of CIF activities as per Annex-8.
  - xxvi. In order to provide knowledge and support in establishing better market links the Technical Team will assess local markets and prepare marketing knowledge bases. If required, a short-term consultancy service shall be hired for this purpose as per BPPRA Rules. The knowledge gathered shall be shared with entrepreneurs to exhibit their products at regional / national level. For this purpose, the CLLG Team / Partner / Consultant will organize exhibitions in major cities to provide an opportunity for the local entrepreneurs.

To ensure efficient loan disbursement and timely recoveries the following additional templates are provided at Annex-H for the convenience of the LSO:

- H1. CIF Loan Application Form
- H2. Income Generating Plan (IGP) at Household Level
- H3. Affidavit
- H4. Guarantee Resolution from the Village Organisation (VO)
- H5. ToR of CIF Loan Committee
- H6. Recommendation of CIF Loan Committee
- H7. Community Investment Fund, Disbursement and Recovery Register

### **Community Investment Fund (CIF) Committee**

Local Support Organisation (LSO) establishes a CIF Loan Committee to manage the CIF operations. The overall objectives of the CIF Loan Committee are to oversee CIF operations at the LSO level, provide loans to poor eligible households as per the defined CIF policy, and ensure timely recovery of CIF Loans.

#### **8.7.4.1 Prioritization of IGG interventions**

#### **8.7.4.2 The IGG interventions, captured in UC/MC DPS shall be entered in CLLG-MIS to be evaluated under two-stage screening and scoring criteria**

### **Screening Criteria for CIF Interventions**

- vi. Is beneficiary's PSC score greater than 23?
- vii. Is CIF cost mentioned in UC/MC DPS greater than 100,000 PKR?
- viii. Is beneficiary a permanent public employee?
- ix. Is beneficiary inhabitant of same UC?

Under the screening criteria, any of the above given indicator inked as "Yes", will result in outright rejection of the CIF interventions. Individuals proposed by CIs for CIF interventions which qualify the above screening criteria shall also be evaluated against the following MIS based scoring criteria. After qualifying the screening and scoring criteria, individuals securing maximum score will be shortlisted for funding under CLLG in that particular UC. This two-stage screening & scoring is entirely automated and shall be executed through CLLG-MIS.

Scoring Criteria is given below:

| <b>S.#</b> | <b>Indicators</b>      | <b>Weightage</b> | <b>Source/Scoring logic</b>                                                                                                                                                             |
|------------|------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b>   | PSC Priority Range     | 20%              | Under PSC individuals ranked higher will get more weightage.                                                                                                                            |
| <b>2</b>   | UC/MC DPS Priority     | 25%              | Interventions listed on top of the prioritized list in a UC/MC DPS prepared by CIs get more weightage. interventions ranked lower by CIs in UC/MC DPS priority list get less weightage. |
| <b>3</b>   | Work Experience        | 10%              | More weight will be given to interventions offered by those with a higher level of experience.                                                                                          |
| <b>4</b>   | Women Headed Household | 15%              | Interventions proposed by CIs to be undertaken by Women headed household will get more weightage.                                                                                       |
| <b>5</b>   | Number of Dependents   | 15%              | Interventions proposed by CIs to be undertaken by individuals having more dependents will get more weightage.                                                                           |
| <b>6</b>   | Inclusiveness          | 15%              | Interventions proposed by CIs to be undertaken by marginalized groups i.e. Women, girls, minority, transgender and disabled person will get maximum weightage.                          |

Details of CIF Scoring criteria are given in [Annex K-10](#)

## **Specific Procedures for CIF Grants**

### **8.7.4.3 Accessing CIF Sub-grant by the Community Institutions (COs/VOs/LSOs)**

#### **8.7.4.3.1 Eligibility Criteria for CIF Sub-granting**

The COs, VO, and LSOs must fulfil the following eligibility criteria to qualify for receiving a CIF sub-grant from the CLLG: The CO/VO/LSO:

- i. is formed based on CLLG Social Mobilisation approach;
- ii. is registered with BCRRA, SECP (under section 42);
- iii. has a bank account or agree to create separate bank account for CIF;
- iv. has at least one Community Book Keeper (CBK) to record and update the CIF records and accounts, and the CBK has received training in CIF account management from the CLLG;
- v. has finalised MIPs/IGPs for potential CIF beneficiaries and incorporated those in the VDPs;
- vi. has qualified CLLG-MIS based criteria;
- vii. is willing and able to revolve the CIF to benefit the maximum number of community members;
- viii. is willing to maintain update and report to CLLG, GOB about the use and benefit of CIF through a beneficiary tracking sheet provided by the CLLG;
- ix. the total amount of sub-grants (including the CIF) from the CLLG does not exceed PKR. 10 million.
- x. Has not been given similar grant during this period from other Government / Non-Governmental Entity.
- xi. agrees to all reporting requirements of the CLLG, GOB
- xii. agrees to all audit requirements of the third party validation (TPV), Accountant General Office (AG Office), Finance Department (FD), GOB.

#### **8.7.4.3.2 Size of CIF Sub-Grant to Community Institutions**

The average costs and unit rates for CIF sub-grant will be determined through technical and financial analysis by the technical staff of CLLG in consultation with the local communities. However, the size of each sub-grant will not exceed PKR. 10 million per community institution/LSO.

The CIF size for each eligible beneficiary, the repayment mode and methodology will be determined by the community institutions (CO/VOs/LSOs) depending on the local situation. The first loan ceiling to members should not exceed PKR 30,000. If the beneficiary returns the grant well in time, he may be given the subsequent sub grant at a higher rate after complete return of the first one.

The exact amount of each sub-grant to the community institutions and CIF to each eligible beneficiary will be determined through establishing the MIP/IGP followed by CIF appraisal and assessment of the PSC by the technical staff of CLLG SMT in light of the community institutions' resolution and VDPs.

#### **8.7.4.3.3 Types of Activities Supported by CIF**

In a community-driven participative local development approach, it is impossible to determine in advance the type and number of income generating activities to be implemented. The nature and number of income generating activities will

evolve during programme implementation and will be determined by the communities as part of the social mobilisation process, including needs identification through MIP/IGP, CIF appraisal and resolution of the community institutions. However, given the large number of community institutions and resource constraints, each eligible community institution will not be given more than one sub-grant for CIF.

The type of income generating activities will be determined by the communities themselves based on the need and priority of the programme in their MIPs/IGP. A tentative list may include, small scale businesses, livestock rearing, value addition in agriculture products/inputs, handicrafts, etc. and many other such needs identified and prioritized by the beneficiary according to the local market and their capacity to manage.

#### **8.7.4.3.4 List of Unsupported Activities by CIF**

- i. The principal amount of CIF will not be used for payment of salaries, office expenses, etc. of the CO/VO/LSO; and
- ii. The CIF money shall not be used by the beneficiaries for:
  - a. Property/real estate development
  - b. Commercial construction
  - c. Hazardous/toxic chemicals and/or waste (products in classes 1A & 1B or formulations of products in class II of WHO)
  - d. Plastic bags, radio-active material
  - e. Tanneries
  - f. Timber, logging, deforestation.
  - g. Financial services (by sub-borrowers/individuals)
  - h. Explosives, armaments, ammunition, mining
  - i. Cultivation/processing of poppy and/or other prohibited varieties
  - j. Breweries
  - k. Poaching/hunting and
  - l. Informal cross-border trade
  - m. Non-productive purposes.

#### **8.7.4.3.5 Dialogues with SMT about the CIF Grant**

The SMT will inform the Community Institutions members about the CIF grant opportunity, its purpose, procedures to access and benefit to the community institutions and community members through the regular meetings and/or special meeting for this purpose. Based on these dialogues the community institutions will develop a CIF Grant Proposal outlining the policy and procedure for CIF operations to ensure its longer-term sustainability. Example of CIF Grant Proposal is attached at Annex K-1. The CLLG Livelihood Staff based at the PIU and DIU will support the community institutions in developing the CIF Grant Proposal document.

#### **8.7.4.3.6 Resolution and Proposal from the Community Institutions for CIF Grant**

Any of the community institutions (COs/VOs/LSOs) who fulfil the CIF eligibility criteria can apply to the CLLG for the CIF sub- grant through a resolution passed by members of the CO/VO/LSO in their meeting. The resolution will be submitted



to the Deputy Coordinator DIU / Technical Team at CLLG District Coordination Unit (DIU) office, through the SMT along with the CIF grant proposal.

#### **8.7.4.4 Assessment of the Community Institutions for CIF Grant**

Upon receipt of the resolution and proposal from the community institution, the CLLG Technical Team based at the district level will assess the eligibility criteria of the community institutions. A checklist for assessment is given in the CIF proposal [Annex K-1](#). On the recommendation of the Livelihood Officer, the Deputy Coordinator CLLG DIU will submit the CIF grant proposals to the Assistant Director Local Government.

#### **8.7.4.5 Approval of CIF Sub-Grant**

The CLLG District Implementation Unit (DIU) will be responsible for compliance scrutiny, and technical sanction. After technical sanction, the CIF proposals along with other proposals will be submitted to JDDC for final approval of the requests for CIF sub-grants.

#### **8.7.4.6 Signing of CIF Sub-grant Agreement between CLLG, GOB and Community Institutions**

Upon approval of the JDDC, a sub-grant agreement will be signed between the CLLG, GOB and eligible community institutions (CO/VO/LSO) for CIF Grant. The CLLG Technical Team will develop a standard sub-grant agreement for CIF in line with the financial procedures provided in Chapter 3 of this manual and as separately issued by the Government from time to time. A sample of sub-grant agreement template is attached at [Annex K-2](#) as an example. The CLLG Technical Team may amend this according to the need of their contract agreement with GOB. The CLLG staff will explain all the terms and condition of the sub-grant agreement to the community institution in a grant signing meeting and the community institutions will be recorded it in their Proceeding Records (Karwai Register). The signed sub-agreement will have two copies, one for the CLLG and other for community intuitions record.

#### **8.7.4.7 Transfer of Sub-grant to the Community Institutions**

Once the CIF sub-grant agreement is signed the concerned staff in DIU will submit a file with release documents to the ADLG for approval and transfer the grant amount through the Account Officer in the account of the community institution according to the agreed payment schedule in the grant sub-agreement signed with the community institution.

#### **8.7.4.8 Provision of CIF Books of Records**

The SMT will provide the following CIF books of records to the Community Institutions:

- i. CIF Appraisal Form (Annex K-3);
- ii. Community Institution's CIF Beneficiary Approval Checklist (Annex K-4);
- iii. CIF Record Register (Annex K-5);
- iv. CIF Passbook (Annex K-6);
- v. Monthly CIF Progress Report (Annex K-7); and
- vi. CIF Beneficiary Tracking Sheet (Annex K-8).

The Community Institutions' leaders/office bearers will be responsible for maintaining and updating these records with the support of the Community Bookkeeper (CBK). The CLLG SMT will provide advice and training on how to keep and maintain the CIF records updated.

#### **8.7.4.9 Record Keeping of CIF Intervention at District Level**

The CLLG concerned staff will maintain separate records for the CIF interventions, and record funds disbursed to each community institution (CO/VO/LSO) as appropriate. The records maintained by CLLG DIU SMT should provide them with the past and current status of CIF amount disbursed and number of beneficiaries reached. For this purpose, the CLLG-MIS should have a module for the CIF.

#### **8.7.4.10 Monitoring of CIF Intervention by CLLG**

The CLLG PIU will institute an effective monitoring system at all levels through CLLG DIU SMT, and develop adequate reporting formats. The DIU SMT should ensure field verification and utilisation of CIF funds through monitoring by its field and monitoring staff.

#### **8.7.4.11 Operational Procedures for Implementation of CIF by Community Institutions**

The CIF grant can be given at any of the Community Institution (CO/VO/LSO), who meets the eligibility criteria of accessing the CIF grant. The following steps will be followed in for implementation of CIF at the community institution level:

##### **8.7.4.11.1 Appointment and Remuneration of CO/VO/LSO Community Bookkeeper**

As CIF intervention will require maintaining transparent financial records, a Community Bookkeeper (CBK) shall be appointed by the grantee Community Institution to help in managing financial transactions of CIF. CLLG SMT will train CBK in CIF record keeping. The Community Bookkeeper shall be engaged in consultation with CLLG SMT and remunerated by the Community Institution as approved by the general body and executive body respectively.

#### **Roles and Responsibilities of the CBK:**

- Maintaining and updating financial records of CIF and other relevant records of the Community Institution.
- Prepare cash receipts.
- Prepare vouchers and cheque.
- Help the Community Institution's Manager/Secretary to carry out CIF appraisals.
- Maintain CIF documents and CIF register.
- Update CIF passbooks of beneficiaries; and
- Deposit CIF recoveries into Bank Account on daily basis
- Prepare Cash in Hand Sheet on daily basis and get it signed by the CI's designated person.
- Prepare CIF Monthly Progress Report and submit it to DIU, CLLG Team.
- Maintain CIF MIS and share the MIS with CLLG on monthly basis.

#### **8.7.4.11.2 Eligibility Criteria for CIF Beneficiaries**

Men and women members of COs from households falling in the PSC score category of 0-23 are eligible for CIF support according to the need identified in their household MIP/IGP. It is possible that the community institutions may not be able to meet the CIF need of all eligible members in the first round of payment. The remaining members will be supported in the next round of CIF disbursement.

#### **8.7.4.11.3 CIF Appraisals**

The grantee Community Institution through the CRP/CBK will conduct an appraisal of the potential CIF beneficiaries on the prescribed form attached at Annex K-3. The CRP/CBK will submit the filled appraisal forms to the grantee community institutions with their recommendation for approval or otherwise. The grantee Community Institution will discuss the results of the CIF appraisals in the CI meeting, document its decision in the Karawai Register (Annex-F5) and submit the list of approved beneficiaries with a resolution to the CLLG SMT. The SMT will verify at least 10% of the proposed beneficiaries'. A checklist for this purpose is attached at Annex K-4. Any rejected cases will be sent back to the respective community institution for correction. The list of accepted beneficiaries will be sent to the Deputy Director CLLG DIU through Livelihood officer at the district level and the grantee community institution for the release of CIF loans to the beneficiaries.

#### **8.7.4.11.4 Payment of CIF Amounts to Beneficiaries**

The Manager/Secretary of the grantee community institution will disburse funds to the approved beneficiaries by issuing order cheques; in the cases where bank branches are far flung open cheques will be issued in the name of beneficiary. A list of the beneficiaries with their bank details and cheque numbers will be sent to the Assistant Director DIU who will advise the bank to release the funds to the beneficiaries accordingly. The beneficiaries will cash their cheques themselves from the concerned bank branch.

#### **8.7.4.11.5 Record Keeping of CIF grant.**

The CIF details (name, amount, date of disbursement, purpose, duration) would be recorded into the community institution's CIF Record Register by the Manager/Secretary/CBK, and signature or thumb impression of the beneficiary members will be taken on it. The format for the CIF Record Register is attached at Annex K-5. The CIF beneficiary will also be provided the CIF passbook (Annex K-6) and records will be updated on this by the community institution Manager/Secretary or CBK. The repayment schedule of the loan, and the list of unsupported income generating activities by CIF should be clearly explained to the CIF beneficiary.

In addition, the community institution will keep a detailed account of any Income generated through processing fee and service charges from CIF and/or profit from CIF bank account and all expenses paid with detailed supporting documents in its books of accounts.

#### **8.7.4.11.6 CIF Processing Fee/Service Charges and Utilisation**

Each CIF beneficiary will pay an agreed processing fee to the community institution before receiving the cheque. The Community Institution shall determine an adequate rate/amount of processing fee to cover their cost. In addition to the processing fee, the community institution may also decide to charge services charges on the monthly installment of CIF loans. The processing fee/service charge is one of the sources of income to sustain the community institutions. The community institutions members will decide about the utilisation of the processing fee/services charges. However, primarily the processing fee/service charges will be used for running the CIF operations, including payment of honorarium to the CBK. Any surplus should go to CIF fund so that it grows up over time and benefits more beneficiaries and the real value of CIF grant remains intact.

#### **8.7.4.11.7 CIF Repayment**

All CIF amounts will be paid in monthly/quarterly installment as per the agreed repayment schedule in the CIF appraisal with the CIF beneficiaries. Repayment of CIF installment will be the responsibility of the beneficiary. The beneficiary will repay CIF instalment directly to the concerned community institution or deposit in its bank account. The CBK of the community institution will record the repayments of the instalment into the CIF passbook of the beneficiary and issue an official receipt. In case of CIF recovery paid to the community in cash the CBK will then deposit the amount into the community institution's CIF Bank Account.

#### **8.7.4.11.8 Subsequent Loans to Members**

Once sufficient CIF loan recoveries have been made, the community institution can start the process of releasing next round of CIF to members in the 'waiting list'. Priority would be given to waiting list members. Later, when CO members from the earlier rounds of CIF come back for new support, the community institution will decide to provide subsequent CIF support to its members reviewing the household's performance regarding utilisation and on-time recovery of the previous round of CIF and attendance rate at CO meetings.

#### **8.7.4.11.9 Monthly CIF Progress Report**

The CBK of the grantee community institution will prepare a monthly CIF progress report on the prescribed format given at [Annex K-7](#) and submit it to the concerned CLLG SMT through CRP on monthly basis.

#### **8.7.4.11.10 Management Information System**

The CLLG concerned staff will enter the progress data into the MIS and share it with the Technical Team based at the district level and Livelihood Specialist at PIU. The Livelihood Specialist at PIU should record, analyze and report CIF activities through the MIS. Once the LSOs are formed, access to the MIS will be given to them. The software should manage both the financial and program data with adequate built-in controls to protect data integrity.

However, CIF beneficiaries' initial scoring and ranking shall be based on CLLG-MIS built-in criteria.

#### **8.7.4.11.11 Monitoring of the CIF Beneficiaries**

The Community Institution will maintain a tracking sheet of CIF beneficiaries and monitor the use and benefits of the CIF amount by the beneficiaries. The format for the Beneficiary Tracking is attached at [Annex K-8](#).

### **8.8 Support to Establish Links of Community Members to Efficient Markets**

Many beneficiaries of IGGs, CIF, and TVET are expected to establish or strengthen micro enterprises at the local level. They will be provided with support in establishing better market links. The Technical Team will do a local market assessment and prepare knowledge bases for effective and efficient marketing of the local produce. For this purpose, short-term consultancy services may also be hired according to BPPRA Rules. This information will be shared with these small women and men entrepreneurs at the village level. The Programme team will also provide the leading women and men community entrepreneurs to exhibit their products at regional / national level. For this purpose, the CLLG SMT / consultant will organize exhibitions in major cities to provide an opportunity for the local entrepreneurs. This will not only give confidence to the community entrepreneurs but will also provide them opportunities to establish new market links. The Livelihoods section will be responsible for these activities.

The following steps will be taken to conduct the market assessment:

- i. If required, hire a consultant through a competitive process as per BPPRA rules and procedures guidelines.
- ii. List down the promising local produces for scaling up.
- iii. Carry out market assessment for the local produces.
- iv. Share the results of the market survey with the village level entrepreneurs.
- v. Guide the small entrepreneurs for quality production of the existing products and producing new products according to the demands of the markets; and
- vi. Support the small entrepreneurs adding value to their products. Below are the guidelines for organizing exhibitions at regional and national level:
  - a. Identification and selection of local products and entrepreneurs.
  - b. Identification and selection of exhibition venue and occasion.
  - c. Develop a brochure/leaflet explaining the basic information about the exhibition and the terms and conditions for participation.
  - d. Share the information with potential entrepreneurs and other civil society organisations and invite them to participate in the exhibition.
  - e. If the exhibition is organized by some other organisation, then sign an agreement about the terms and conditions and roles and responsibilities of the CLLG and the other organisation; and
  - f. If the exhibition is organized by the CLLG, then ensure necessary arrangements including security.

### **8.9 Guidelines for Enterprise Development Fund (EDF)**

The Enterprise Development Fund (EDF) plays a pivotal role within the overarching Government of Balochistan (GoB) Community Led Local Governance (CLLG) Policy and Programme. It serves as an extension of the Community Investment Fund (CIF) and is geared towards promoting small and medium-scale

enterprises (SMEs) within the community. Under this initiative, the Programme offers a maximum of PKR 10 million to eligible community institutions and deserving community business groups to bolster the growth of their businesses. The primary aim is to enable these SMEs to not only expand their operations but also to generate employment opportunities, thereby contributing to the upliftment of the community's economic status. This approach marks a significant stride in the direction of promoting economic growth and empowering local communities.

The Enterprise Development Fund extends financial assistance to both existing community businesses and promising new enterprises with strong proposals. It operates under the umbrella of CIF guidelines, providing a valuable opportunity for these enterprises to enhance their production capacity, improve product quality, and expand their market reach. Furthermore, the Programme encourages collaborative efforts among community institutions and business groups, fostering a sense of collective ownership and shared responsibility for the development of these vital small and medium-scale enterprises. In essence, the Enterprise Development Fund, a key component of the GOB CLLG Programme, stands as a cornerstone for creating self-sufficient and prosperous communities.

The Enterprise Development Fund (EDF) represents an essential component of the Government of Balochistan's (GoB) Community Led Local Governance (CLLG) Policy and Programme. This strategic initiative is dedicated to stimulating local economic growth by nurturing the growth of small and medium-scale enterprises (SMEs) within the community. The EDF serves as a catalyst for the creation of employment opportunities, the enhancement of economic conditions, and the empowerment of local communities, enabling them to take control of their economic destinies.

### **8.9.1 Purpose and Objective**

The core purpose of the Enterprise Development Fund (EDF) is to provide targeted financial support to both existing and newly established community-based businesses. By extending financial resources to enterprises displaying significant growth potential, the EDF seeks to elevate productivity, enhance product quality, and broaden market reach. Moreover, the fund endeavors to stimulate innovation and encourage collaboration within communities, fostering a sense of shared responsibility and collective ownership in community-driven economic development.

### **8.9.2 Eligibility Criteria and Scoring**

The eligibility criteria for the Enterprise Development Fund (EDF) have been meticulously designed to ensure fairness, transparency, and effective selection of deserving enterprises. Each criterion is assigned a numerical score or percentage, allowing for a measurable assessment of each proposal's alignment with the program's objectives.

### **8.9.2.1 Community Institutions and Business Groups**

Eligibility for EDF funding extends to registered community institutions and established business groups operating within the defined project area.

Score: 10 points (or 100%)

### **8.9.2.2 Enterprise Proposal**

To apply for EDF funding, an enterprise proposal must be submitted, detailing the essence of the business concept, its potential for growth, and the anticipated impact on the local economic landscape.

Score: 20 points (or 100%)

### **8.9.2.3 Alignment with CLLG Policy**

All proposals should meticulously demonstrate alignment with the overarching goals, principles, and objectives of the GOB CLLG Policy.

Score: 15 points (or 100%)

### **8.9.2.4 Viability**

The heart of the proposal is a comprehensive business plan that should provide a clear outline of the enterprise's operations, backed by a robust market analysis, compelling financial projections, and an in-depth feasibility assessment.

Score: 25 points (or 100%)

### **8.9.2.5 Employment Generation**

A priority criterion is the potential of the enterprise proposal to yield sustainable employment opportunities within the local community, thereby driving economic empowerment.

Score: 15 points (or 100%)

### **8.9.2.6 Collabouration**

The EDF promotes and encourages collabouration between community institutions and business groups, fostering synergy and maximizing collective strengths and resources.

Score: 15 points (or 100%)

### **Total Possible Score: 100 points**

### **Scoring Explanation:**

Each criterion will be evaluated on its individual merits, and points will be assigned based on the extent of compliance or fulfillment. The cumulative total of points obtained by a proposal will determine its eligibility for EDF funding.

For instance, if a proposal receives a score of 18 points under the "Enterprise Proposal" criterion, it means that the proposal aligns with 18% of the predefined indicators or expectations for this particular criterion. Similarly, the same approach will be applied to all other criteria.

**Interpretation:**

90-100 points (or 90-100%): Outstanding compliance and alignment with EDF eligibility criteria.

70-89 points (or 70-89%): Good compliance and alignment with EDF eligibility criteria.

50-69 points (or 50-69%): Moderate compliance and alignment with EDF eligibility criteria.

Below 50 points (or below 50%): Limited compliance and alignment with EDF eligibility criteria.

The numerical scoring approach enables an objective and measurable evaluation of each proposal's strengths and areas for improvement. This method ensures that the selection process is fair, transparent, and aligned with the program's goals.

Below is a table that outlines the criteria, sub-criteria, assigned points, and potential sub-scores for each indicator:

| SN | Criteria                                   | Points | Sub-Criteria and Considerations                                | Sub-Scores (0-Points) |
|----|--------------------------------------------|--------|----------------------------------------------------------------|-----------------------|
| 1  | Community Institutions and Business Groups | 15     | Active registration status of the leading CI or Business Group | 4                     |
|    |                                            |        | Demonstrated meaningful community involvement                  | 4                     |
|    |                                            |        | Clear organisational structure                                 | 3                     |
|    |                                            |        | Record of previous community initiatives                       | 2                     |
|    |                                            |        | Membership diversity and representation                        | 2                     |
| 2  | Enterprise Proposal                        | 25     | Clear business concept                                         | 7                     |
|    |                                            |        | Market analysis and demand assessment                          | 6                     |
|    |                                            |        | Financial projections and feasibility analysis                 | 5                     |
|    |                                            |        | Alignment with local economic needs                            | 4                     |
|    |                                            |        | Innovation and growth potential                                | 3                     |
| 3  | Alignment                                  | 15     | Integration with GOB CLLG objectives                           | 5                     |



|   |                       |    |                                               |   |
|---|-----------------------|----|-----------------------------------------------|---|
|   | with CLLG Policy      |    | Contribution to community development         | 6 |
|   |                       |    | Synergy with other CLLG interventions         | 4 |
| 4 | Viability             | 15 | Strong value proposition                      | 5 |
|   |                       |    | Realistic and sustainable growth strategy     | 4 |
|   |                       |    | Financial soundness and resource availability | 3 |
|   |                       |    | Risk assessment and mitigation plan           | 3 |
| 5 | Employment Generation | 15 | Number of direct and indirect jobs created    | 5 |
|   |                       |    | Skills enhancement and training potential     | 5 |
|   |                       |    | Long-term impact on local employment          | 5 |
| 6 | Collabouration        | 15 | Evidence of partnership or collective action  | 7 |
|   |                       |    | Shared resource utilisation                   | 8 |

### 8.9.3 Application Procedures

- **Submission:** Eligible entities are required to submit their detailed enterprise proposals to the designated authority overseeing the EDF application process.
- **Review and Evaluation:** The enterprise proposals will undergo a comprehensive review and evaluation process, assessing their alignment with policy objectives, overall viability, potential socio-economic impact, and depth of community involvement.
- **Selection:** The EDF will prioritize proposals that exhibit the highest potential for community development, economic growth, and sustained local impact.

### 8.9.4 Fund Utilisation

- **Approved Activities:** EDF funds may be allocated for expanding production capacity, enhancing product quality, market expansion initiatives, and adopting innovative technologies to enhance overall competitiveness.

- **Transparent Financial Management:** EDF fund recipients are required to maintain a transparent financial management system, ensuring all expenses are clearly documented and reported.
- **Monitoring and Evaluation:** Regular monitoring and evaluation exercises will be conducted to ensure that funded enterprises are adhering to the proposed objectives and achieving anticipated outcomes.

#### 8.9.5 Reporting

- **Progress Reports:** Recipients of EDF funding are expected to submit periodic progress reports outlining the advancements made in terms of business growth, employment generation, and overall economic impact.
- **Challenges and Mitigation:** Any challenges faced during the implementation phase should be promptly reported, accompanied by proposed strategies for effective mitigation.

#### 8.9.6 Compliance and Accountability

- **Policy Adherence:** EDF recipients are required to uphold the principles, guidelines, and standards outlined in the GOB CLLG Policy throughout the funding period.
- **Transparency:** All financial transactions involving EDF funds must adhere to transparent and accountable practices, ensuring proper utilisation and reporting.

#### 8.9.7 Impact Assessment

- **Evaluation:** Regular impact assessments will be conducted to measure the effectiveness of the EDF in achieving its intended goals and spurring local economic growth.

#### 8.9.8. Conclusion

The Enterprise Development Fund stands as a pivotal instrument within the GOB CLLG Programme, propelling community-driven economic growth and prosperity. By nurturing local enterprises, fostering collaboration, and empowering communities, the EDF contributes significantly to the realization of a self-sufficient, prosperous, and sustainable community.

These comprehensive and meticulous guidelines ensure that the EDF remains aligned with the overarching vision of the CLLG Policy, while maintaining a structured, transparent, and accountable framework for successful implementation.

### 8.9.1 Provision of Micro Health Insurance to Community Members

#### 8.9.2 Purpose

Micro Health Insurance (MHI) is a social protection measure for the most destitute and vulnerable households. The objective of the MHI is to protect these families from health shocks that may push them deeper into poverty and hamper their

capacity to generate income, hence adversely affecting their socio-economic well-being.

Note: Considering the fact that properly established government or private hospitals may not be accessible or available even in the district headquarters of its programme districts, the JDDC will decide whether to initiate/continue MHI in their district or not.

### **8.9.3 General Procedures of Micro Health Insurance**

- i. Under the CLLG Programme, the Government will provide poorest households falling in PSC range of 0-23 with MHI to cover their basic health needs and increase their resilience to health shocks.
- ii. After the identification of MHI beneficiaries, the list of beneficiaries shall be incorporated in UC/MC DPS of the respective UC for further scrutiny under CLLG-MIS selection criteria.
- iii. For each household covered, a premium will be paid by the CLLG to a selected insurance provider to provide insurance coverage (for example hospitalization, disability and & accidental death/normal death coverage when required). The amount of premium and coverage will be decided after negotiation with the insurance company.
- iv. The insurance provider will be selected through a one-time competitive bidding process in adherence with the BPPRA procurement rules and guidelines, for the entire duration of the programme;
- v. The eligible households will receive the MHI coverage for a period of 3-5 years, starting from the date of registration with the insurance company. The contract will be renewed on annual basis; and
- vi. The insured households will not receive the benefits of the insurance beyond the duration of the Project period.

The CLLG PIU/ DIU will negotiate with the insurance companies to offer maximum benefits to community members within the available budget. A proposed package, based on past experiences is provided in Annex M. The final package will be decided after negotiations with the selected insurance company.

### **8.9.4 Field Implementation Process**

#### **8.9.4.1 General Process**

- i. The CLLG will determine the total number of eligible poorest households to be covered under the insurance package on the basis of Poverty Scorecard (PSC) survey conducted during the social mobilisation roll out process.
- ii. The insurance product will be offered in a phased manner in line with the social mobilisation rollout process. As soon as the COs and their VO are formed, the insurance package will be offered to the selected households in the village.
- iii. The CLLG/PIU will design and print the Insurance Contract Form and Insurance Slip of the beneficiary family. The Insurance Contract Form and Slip will be printed to have duplicate copies. The original copy will be given to the beneficiary, and the carbon copy will be kept by the CLLG. The Insurance Slip may be replaced with the health cards issued by the insurance company. The CLLG PIU will supervise the overall MHI programme and coordinate with the District Implementation Units (DIUs))

and the insurance company. Livelihood Specialist at CLLG PIU will be responsible for managing overall MHI components. The Deputy Coordinator DIU through Technical Team will manage the MHI component in the district; and

- iv. The COs/VOs and Community Resource Persons (CRPs) will facilitate the CLLG DIU Social Mobilisation Team (SMT) in identification, selection, registration of beneficiaries and dissemination of information regarding the use and access to the benefits of the insurance to the selected beneficiaries.

#### **8.9.4.2 Specific Process**

##### **8.9.4.2.1 Identification, Selection and Signing of Contract with Insurance Clients/Beneficiaries**

The following steps will be followed by the SMT to identify the MHI beneficiaries:

**Step 1:** Compilation of PSC data Union Council (UC) wise in each programme district.

**Step 2:** Equal allocation of number of beneficiaries in each UC;

**Step 3:** Listing of households in each UC in ascending order of their Poverty Score.

**Step 4:** Selecting the households with lowest Poverty Score based on the list developed in Step 3 until the allocated number for the UC is exhausted.

**Step 5:** Preparing the village wise list of identified beneficiaries in each UC.

**Step 6:** The Social Mobilisation Team (SMT)/CRP will conduct a meeting with VOs in the respective villages to introduce the objective and purpose of MHI, eligible criteria, selection process and benefits of the MHI package. In this meeting the SMT will also share the list prepared in Step 5 with the VOs of the respective village and request for validation of the selected households.

**Step 7:** The SMT along with the VO will validate the identified beneficiaries on the following criteria:

- i. The identified potential beneficiaries are residents of the village.
- ii. The potential beneficiaries have CNICs.
- iii. They are members of the CO.
- iv. Validation of the selected beneficiaries by the VO.

**Step 8:** In case of any objection from the VO based on their validation of the selected beneficiaries, the SMT will settle the issue in consultation with the VO and agree upon a final list of beneficiaries. The reason for exclusion or inclusion of any selected beneficiary(ies) should be documented. Only those households falling in the poverty score of (0-23) can be included.

**Step 9:** The VO will submit the final list of beneficiaries with a resolution to the respective SMT/CRP.

**Step 10:** The SMT/CRP will then hold a meeting with the VO and the selected beneficiaries. In this meeting the following actions will take place:

- i. Provide information regarding the purpose of the MHI and its benefits to the insured family, the whereabouts of the panel hospitals, the claim process in case of reimbursement and the other terms and conditions including the inclusion and exclusion of treatment and dates of validity of the insurance.
- ii. Signing of the insurance contract of the selected beneficiaries with the CLLG on the prescribed contract form.<sup>11</sup> This contract will include term and conditions and benefits of the insurance, all inclusion and exclusion criteria and dates of validity.
- iii. One copy of the contract form will be provided to the beneficiary, and one will remain with the SMT at their office.
- iv. The SMT will provide the insurance slip<sup>12</sup> to the beneficiary to be used at the panel hospitals. Letter of the insurance company may replace the insurance slip with a health card.

**Step 11:** The MIS/IT Officer will enter the required information into the MHI module of Management Information System (MIS) and send it to the Technical Team who after review will submit it to the Livelihood Specialist at CLLG PIU. The hard copies of the contract will be filed in the respective VO files.

**Step 12:** The Livelihood Specialist at CLLG PIU will verify the data received from the SMT in terms of its completeness and the eligibility criteria and send the data to the insurance company.

**Step 13:** The insurance company will issue policies and send an invoice to CLLG for payment of the premium; and

**Step 14:** After JDDC approval, the concerned staff of DIU will submit a combine request on file to ADLG. After approval, the payment request will be submitted to the Account Officer for payment of a premium amount for the insurance company. The Account Officer will prepare a cheque and send the premium amount to the insurance company as per the contract agreement with the insurance company.

#### **8.9.4.2.2 Claim Processing and Payment Process**

The insurance claims may fall under the following categories:

- i. Hospitalization at the insurance panel hospitals.
- ii. Re-imbursement of the claims in case of hospitalization outside the panel hospitals; and
- iii. Payment on accidental death or disability/ natural death<sup>9</sup>

The explanation of the insurance claims' categories are as follows:

##### **i. Hospitalization at the Panel Hospitals**

In case of hospitalization claim in any of the insurance company's panel facilities within the CLLG programme area, the system will be cash free i.e., the insurance

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<sup>9</sup> The contract form and Insurance Slip will be designed and printed after selection of the insurance company.

company settles all the bills directly with the facility and the beneficiary is not supposed to pay anything. Following are the key steps:

**Step 1:** The insured Client shall visit the designated panel hospital

**Step 2:** She/he shall present the Insurance Slip/Health Card issued by the Insurance Company/CLLG Programme to the Hospital along with CNIC

**Step 3:** The Hospital staff shall verify the Insurance Slip/Catch Card with its record and provide medical treatment to the verified patient. The insured person shall pay nothing to the hospital (In case of rejection the hospital provides the reason for rejection to the client). The client may contact the CCLLG SMT or CRP in their VO for guidance.

**Step 4:** Upon successful verification of clients' identity, the hospital shall update the admitted patient and discharge record in their system and submits it to insurance company

**Step 5:** The insurance company shall settle the claim payment directly to the panel hospital.

**Step 6:** The insurance company shall share the claim data with the Social Mobilisation Specialist (PIU) of CLLG to update their record.

**ii. Re-imbursement of Insurance Claims in case of Hospitalization Outside the Panel Hospital The following steps will be followed for re-imbursement of insurance claims submitted by the clients:**

**Step 1:** Insured client shall visit any hospital and undergoes treatment

**Step 3:** The client shall submit to CLLG SMT/CRP, the filled prescribed claim form and attached required supporting documents within one month.

**Step 4:** The SMT/CRP reviews the claims, verifies the provided documents and confirms that the beneficiary identification information provided matches the data in the MHI MIS and submits completed claims to SM Specialist based at PIU within seven working days after receipt of MHI claims. Incomplete claims shall be sent back to the client with guidance for re-submission within the same timeline.

**Step 5:** Social Mobilisation Specialist based in PIU shall submit the claims to the insurance company with the required documents within seven working days of receipt of claims from the SMT/CRP.

**Step 6:** The insurance company shall issue crossed cheques in the name of the clients within 15 days of receipt of the claims. The insurance company shall also send a summary containing details of each claim including intimated amount, amount paid by insurance company, and amount deducted (if any), along with the reason of deduction.

**Step 7:** Upon receipt of the cheques from the insurance company, the Finance and Social Mobilisation Sections at the PIU shall update its records and send cheques along-with necessary details/summary to the concerned DIU SMT on the same day.

**Step 8:** The SMT/CRP shall update its records and then deliver the cheques to the client and collect acknowledgement receipts from the clients.

**Step 9:** One copy of acknowledgment receipt remains in the SMT office in the respective VO file, and one copy each is sent to the CLLG PIU and the Insurance Company.

**Step 10:** The client presents the cheque in the nearest bank and gets the amount re-imbrues.

iii. **Claim and Payment Process in case of Accidental Death or Disability In the case of accidental death or disability the following process will be followed:**

**Step 1:** In case of accidental death of bread earner of insured household, the next of kin shall submit claim along with required supporting documents to the respective SMT/CRP within 3 months.

**Step 2:** The SMT shall verify the document and sends the complete case to SM Specialist at PIU within seven working days for receipt of the claim.

**Step 3:** The SM Specialist at PIU after verification shall send the claim case to insurance company for payment within seven working days on receipt of claim.

**Step 4.** The insurance company shall issue cheque in the name of the next of kin within 15 working days of receipt of claim.

**Step 5:** The SM Specialist shall send the cheque to the client/ client family through the respective DIU SMT/CRP on same day of receipt of cheque

**Step 6:** The SMT/CRP shall deliver the cheque to the client/client family and take receipt of acknowledgement within three working days of receipt of cheque

**Step 7:** The client/next to kin shall present the cheque at the nearest bank branch and get the claim amount.

# Annexures

## Chapter 8



## Annex H: Technical and Vocational Education and Training (TVET)

### Annex H-1: Resolution and List of Nomination

|                 |  |                       |  |                              |  |
|-----------------|--|-----------------------|--|------------------------------|--|
| <b>CO Name:</b> |  | <b>Union Council:</b> |  | <b>Date of Meeting:</b>      |  |
| <b>Tehsil:</b>  |  | <b>District:</b>      |  | <b>Total CO Members:</b>     |  |
| <b>Venue:</b>   |  |                       |  | <b>Members participated:</b> |  |

#### Resolution

We, the members of the settlement/village\_\_\_\_\_UC\_\_\_\_\_held a meeting today to discuss and decide, among other matters, nomination of our deserving members for Vocational Training. The meeting unanimously decided to nominate the following community members to attend the Technical and Vocational Skills Training Courses mentioned against their names:

| HH-ID | Name | Father/Spouse | Relation with CO member | Sex | Age | CNIC No | Education Level | PSC | Training Trade |
|-------|------|---------------|-------------------------|-----|-----|---------|-----------------|-----|----------------|
|       |      |               |                         |     |     |         |                 |     |                |
|       |      |               |                         |     |     |         |                 |     |                |
|       |      |               |                         |     |     |         |                 |     |                |

Note: The above text may be used in the regular *Karwai* register of the CO and send a copy to the CLLG SMT with list of members CO members who have nominated the participants.

## Annex H-2: Training Needs Assessment Form for Skills Training

| A. Identification Information: Household ID _____                                                                            |                     |                            |                 |                                    | PSC: _____   |                            |                   |
|------------------------------------------------------------------------------------------------------------------------------|---------------------|----------------------------|-----------------|------------------------------------|--------------|----------------------------|-------------------|
| 1. Name                                                                                                                      | 2. Father/Spouse    | 3. Relation with CO member | 4. Sex          | 5. Age                             | 6. CNIC No   | 7. Education Level         | 8. Training Trade |
| 9. CO Name                                                                                                                   | 10. Settlement name | 11. Revenue Village        | 12. UC          | 13. Tehsil                         | 14. District | 15. Contact No.            |                   |
|                                                                                                                              |                     |                            |                 |                                    |              |                            |                   |
| B. Training and Post –Training Plan                                                                                          |                     |                            |                 |                                    |              |                            |                   |
| 1. Current working status of the training nominee:                                                                           |                     | Employed *                 | Self-employed * | Unemployed *                       |              |                            |                   |
| 2. If Employed/Self Employed:                                                                                                |                     | Nature of work:            |                 | Monthly Income (PKR):              |              |                            |                   |
| 3. How the trainee wants to utilize his/her skills after training                                                            |                     |                            |                 | Employment *                       |              | Self-employment/business * |                   |
| 4. If employment, name of potential employers                                                                                |                     |                            |                 | i.                                 |              | ii.                        |                   |
| 5. If Self-employment: (a) name supporter in establishing start-up initiative                                                |                     |                            |                 | i.                                 |              | ii.                        |                   |
| (b) Proposed place/location of start-up initiative:                                                                          |                     |                            |                 | (c) Expected monthly income (PKR): |              |                            |                   |
| C. Livelihood Officer/Capacity Building Officer's Assessment and Recommendations                                             |                     |                            |                 |                                    |              |                            |                   |
| 1. Does the beneficiary needs the same training as identified in the CO resolution?                                          |                     |                            |                 |                                    |              | Yes *                      | No *              |
| 2. If no, name the training trade the beneficiary needs:                                                                     |                     |                            |                 |                                    |              |                            |                   |
| 3. Does the nominated member or any other member of the household completed TVET course under CLLG or BRACE Programme?       |                     |                            |                 |                                    |              | Yes *                      | No *              |
| 4. Is the nominated member from the CO members' Household?                                                                   |                     |                            |                 |                                    |              | Yes *                      | No *              |
| 5. Does the household score fall below poverty score of 0-23?                                                                |                     |                            |                 |                                    |              | Yes *                      | No *              |
| 6. Is the age of nominated trainee between the age of 18-45 years?                                                           |                     |                            |                 |                                    |              | Yes *                      | No *              |
| 7. Is the nominated trainee mentally and physically fit for the proposed training? (Note: PWDs can attend suitable training) |                     |                            |                 |                                    |              | Yes *                      | No *              |
| 8. Is the market situation/opportunity suitable for the proposed trade?                                                      |                     |                            |                 |                                    |              | Yes *                      | No *              |
| 9. Is the nominee willing and able to attend the training course for the full intended duration of the training?             |                     |                            |                 |                                    |              | Yes *                      | No *              |
| 10. Is the nominee willing and able to travel from the village to training institute if desired?                             |                     |                            |                 |                                    |              | Yes *                      | No *              |
| 11. Post training plan of the trainees is implementable?                                                                     |                     |                            |                 |                                    |              | Yes *                      | No *              |
| 12. Nominee recommended for the proposed training?                                                                           |                     |                            |                 |                                    |              | Yes *                      | No *              |
| Remarks by the SMT (any specific need, preference of availability of the trainee, in case not recommended reason):           |                     |                            |                 |                                    |              |                            |                   |

Signature of SM Officer: \_\_\_\_\_ Signature of Livelihood Officer: \_\_\_\_\_ Date: \_\_\_\_\_

### Annex H-3: List of Selected Trainees

|  | District | Tehsil | SMT | UC | Revenue Village | Settlement name | VO Name | CO Name |
|--|----------|--------|-----|----|-----------------|-----------------|---------|---------|
|  |          |        |     |    |                 |                 |         |         |

| HH ID | Name | Father/Spouse | Contact No. | Relation with CO member | Sex | Age | CNIC No | Education Level | Training Trade |
|-------|------|---------------|-------------|-------------------------|-----|-----|---------|-----------------|----------------|
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |
|       |      |               |             |                         |     |     |         |                 |                |

## Annex H-4: Training Calendar

[illegible]

## Annex H-5: List of Potential Training Trades

|                                                  | Course Name                                               | Best Suitable for (M/F/Both) | Minimum Level of Qualification Required |          |         |        |        |       |
|--------------------------------------------------|-----------------------------------------------------------|------------------------------|-----------------------------------------|----------|---------|--------|--------|-------|
|                                                  |                                                           |                              | Not Literate                            | Literate | Primary | Middle | Matric | Above |
| Sector 1: Embellished Textile & Related Products |                                                           |                              |                                         |          |         |        |        |       |
| 1                                                | Hand Embroidery                                           | F                            | X                                       |          |         |        |        |       |
| 2                                                | Machine Embroidery                                        | Both                         | X                                       |          |         |        |        |       |
| 3                                                | Adda Work                                                 | F                            | X                                       |          |         |        |        |       |
| 4                                                | Krotia work                                               | F                            | X                                       |          |         |        |        |       |
| 5                                                | Chunri Lehnga                                             | F                            | X                                       |          |         |        |        |       |
| 6                                                | Taarkashi                                                 | Both                         | X                                       |          |         |        |        |       |
| 7                                                | Leather work and Handicrafts                              | Both                         | X                                       |          |         |        |        |       |
| 8                                                | Rilli Making                                              | F                            | X                                       |          |         |        |        |       |
| 9                                                | Applique work                                             | F                            | X                                       |          |         |        |        |       |
|                                                  | Any other identified in TNA/labour market survey exercise |                              |                                         |          |         |        |        |       |
| Sector 2: Textiles and Garment                   |                                                           |                              |                                         |          |         |        |        |       |
| 10                                               | Domestic Tailoring                                        | Both                         |                                         | X        |         |        |        |       |
| 11                                               | Dress Designing (Advance)                                 | Both                         |                                         | X        |         |        |        |       |
| 12                                               | Baby Garments                                             | Both                         |                                         | X        |         |        |        |       |
| 13                                               | Chester Making                                            | F                            |                                         | X        |         |        |        |       |
| 14                                               | Sportswear Stitching                                      | F                            |                                         | X        |         |        |        |       |
| 15                                               | Bed wear Products                                         | F                            |                                         | X        |         |        |        |       |
|                                                  | Any other identified in TNA/labour market survey exercise |                              |                                         |          |         |        |        |       |
| Sector 3: Beauty Industry                        |                                                           |                              |                                         |          |         |        |        |       |
| 16                                               | Beautician                                                | F                            |                                         | X        |         |        |        |       |
| 17                                               | Hairdresser                                               | Both                         |                                         | X        |         |        |        |       |
| 18                                               | Bridal Makeup Expert (Advance)                            | F                            |                                         | X        |         |        |        |       |
| 19                                               | Hair Stylist                                              | F                            |                                         | X        |         |        |        |       |
|                                                  | Any other identified in TNA/labour market survey exercise |                              |                                         |          |         |        |        |       |
| Sector 4: Skills Related to Farms/Agriculture    |                                                           |                              |                                         |          |         |        |        |       |
| 20                                               | Calf Fattening                                            | Both                         |                                         |          |         | X      |        |       |
| 21                                               | Home Based Livestock Farming                              | Both                         |                                         | X        |         |        |        |       |
| 22                                               | Kitchen Gardening                                         | Both                         |                                         | X        |         |        |        |       |
| 23                                               | Post-Harvest Handling and Export                          | Both                         |                                         |          |         | X      |        |       |

|                                       |                                                            |      |  |   |   |   |  |  |
|---------------------------------------|------------------------------------------------------------|------|--|---|---|---|--|--|
|                                       | Management of Mango                                        |      |  |   |   |   |  |  |
| 24                                    | Sheep and goat production                                  | Both |  |   |   | X |  |  |
| 25                                    | Solar drying of fruits and vegetables                      | Both |  | X |   |   |  |  |
|                                       | Tunnel Farming                                             | Both |  | X |   |   |  |  |
|                                       | Any other identified in TNA/labour market survey exercise  |      |  |   |   |   |  |  |
| <b>Sector 5: Hospitality Industry</b> |                                                            |      |  |   |   |   |  |  |
|                                       | Cooking                                                    | Both |  | X |   |   |  |  |
|                                       | House Keeping                                              | Both |  | X |   |   |  |  |
|                                       | Home Maid Training                                         | Both |  | X |   |   |  |  |
|                                       | Receptionist Training                                      | M    |  |   |   |   |  |  |
|                                       | Waitering/Server training                                  | M    |  |   |   | X |  |  |
|                                       | Any other identified in TNA/labour market survey exercise  |      |  |   |   |   |  |  |
| <b>Sector 6: Construction</b>         |                                                            |      |  |   |   |   |  |  |
|                                       | Fitter General                                             | M    |  |   |   | X |  |  |
|                                       | House Carpenter                                            | M    |  |   |   | X |  |  |
|                                       | Mason                                                      | M    |  | X |   |   |  |  |
|                                       | Quantity Surveyor                                          | M    |  |   |   |   |  |  |
|                                       | Steel Fixer                                                | M    |  | X |   |   |  |  |
|                                       | tile Fixing and cutting                                    | M    |  | X |   |   |  |  |
|                                       | Civil Surveyor                                             | M    |  |   |   |   |  |  |
|                                       | Heavy machinery Operator                                   | M    |  | X |   |   |  |  |
|                                       | Building Electrician                                       | M    |  |   |   | X |  |  |
|                                       | Plumber                                                    |      |  |   | X |   |  |  |
|                                       | Any other identified in TNA/labour market survey exercise  |      |  |   |   |   |  |  |
| <b>Sector 7: Electrical</b>           |                                                            |      |  |   |   |   |  |  |
|                                       | Electrical Technician                                      | M    |  |   |   | X |  |  |
|                                       | Electrical Wiring                                          | M    |  | X |   |   |  |  |
|                                       | Motor Winding                                              | M    |  | X |   |   |  |  |
|                                       | Industrial Electrician                                     | M    |  |   |   | X |  |  |
|                                       | Home Appliances Repair                                     | Both |  |   | X |   |  |  |
|                                       | Electrician (Advance)                                      | M    |  | X |   |   |  |  |
|                                       | Any other identified in TNA/ labour market survey exercise |      |  |   |   |   |  |  |

| Sector 8: Light Engineering       |                                                           |      |   |   |   |   |   |  |
|-----------------------------------|-----------------------------------------------------------|------|---|---|---|---|---|--|
|                                   | Welder                                                    | M    |   | X |   |   |   |  |
|                                   | Air conditioning and refrigeration Repair                 | M    |   |   | X |   |   |  |
|                                   | Auto Cad                                                  | M    |   |   |   |   | X |  |
|                                   | Photocopier Machine Repair                                | M    |   |   |   | X |   |  |
|                                   | Mobile Phone Repair                                       | M    |   | X |   |   |   |  |
|                                   | Any other identified in TNA/labour market survey exercise |      |   |   |   |   |   |  |
| Sector 9: Food Processing         |                                                           |      |   |   |   |   |   |  |
|                                   | Bakery Products                                           | Both |   | X |   |   |   |  |
|                                   | chili Processing                                          | Both |   | X |   |   |   |  |
|                                   | Fruit Preservation and Packaging                          | Both |   | X |   |   |   |  |
|                                   | Fruit and Vegetable Processing                            | Both |   | X |   |   |   |  |
|                                   | Meat technology                                           | Both |   | X |   |   |   |  |
|                                   | Any other identified in TNA/labour market survey exercise |      |   |   |   |   |   |  |
| Sector 10: Information Technology |                                                           |      |   |   |   |   |   |  |
|                                   | Computer Skills Training                                  | Both |   |   |   | X |   |  |
|                                   | Computer Hardware Technician                              | M    |   |   | X |   |   |  |
|                                   | Optical fiber                                             | M    |   |   |   | X |   |  |
|                                   | Office Automation                                         | Both |   |   |   | X |   |  |
|                                   | Any other identified in TNA/labour market survey exercise |      |   |   |   |   |   |  |
| Sector 11: Mechanical             |                                                           |      |   |   |   |   |   |  |
|                                   | Auto Mechanic                                             | M    |   | X |   |   |   |  |
|                                   | Auto Electrician                                          | M    |   | X |   |   |   |  |
|                                   | Car AC Repair                                             | M    |   | X |   |   |   |  |
|                                   | Tractor Repairing                                         | M    |   | X |   |   |   |  |
|                                   | Motorcycle Repairing                                      | M    |   | X |   |   |   |  |
|                                   | Denting and Painting                                      | M    | X |   |   |   |   |  |
|                                   | Peter Engine Repair                                       | M    |   | X |   |   |   |  |
|                                   | Cycle repair                                              | M    | X |   |   |   |   |  |
| Sector 12 Logistics               |                                                           |      |   |   |   |   |   |  |
|                                   | Car Driving                                               | M    | X |   |   |   |   |  |
|                                   | HTV Driving                                               | M    | X |   |   |   |   |  |

## Annex H-6: TVET Scoring

| S.# | Indicator              | Weightage | Criteria | % Weightage |
|-----|------------------------|-----------|----------|-------------|
| 1   | PSC Range              | 20%       | 0        | 20          |
|     |                        |           | 12       | 15          |
|     |                        |           | 19       | 10          |
|     |                        |           | 23       | 5           |
| 2   | UC/MC DPS Priority     | 25%       | 1        | 20          |
|     |                        |           | 2        | 19          |
|     |                        |           | 3        | 18          |
|     |                        |           | 4        | 17          |
|     |                        |           | 5        | 16          |
|     |                        |           | 6        | 15          |
|     |                        |           | 7        | 14          |
|     |                        |           | 8        | 13          |
|     |                        |           | 9        | 12          |
|     |                        |           | 10       | 11          |
|     |                        |           | 11       | 10          |
|     |                        |           | 12       | 9           |
|     |                        |           | 13       | 8           |
|     |                        |           | 14       | 7           |
|     |                        |           | 15       | 6           |
|     |                        |           | 16       | 5           |
|     |                        |           | 17       | 4           |
|     |                        |           | 18       | 3           |
|     |                        |           | 19       | 2           |
|     |                        |           | 20       | 1           |
|     |                        |           | 21       | 0           |
| 3   | Work Experience        | 10%       | 0        | 0           |
|     |                        |           | 2        | 1           |
|     |                        |           | 4        | 2           |
|     |                        |           | 6        | 3           |
|     |                        |           | 8        | 4           |
|     |                        |           | 10       | 5           |
| 4   | Education              | 5%        | Class    | Weightage   |
|     |                        |           | 0        | 0           |
|     |                        |           | 1        | 0.5         |
|     |                        |           | 2        | 1           |
|     |                        |           | 3        | 1.5         |
|     |                        |           | 4        | 2           |
|     |                        |           | 5        | 2.5         |
|     |                        |           | 6        | 3           |
|     |                        |           | 7        | 3.5         |
|     |                        |           | 8        | 4           |
|     |                        |           | 9        | 4.5         |
|     |                        |           | 10       | 5           |
| 5   | Women Headed Household | 15%       | Yes      | 15          |
|     |                        |           | No       | 10          |
| 6   | Age Range              | 15%       | 18       | 15          |
|     |                        |           | 21       | 12.5        |
|     |                        |           | 30       | 10          |
|     |                        |           | 39       | 7.5         |
|     |                        |           | 42       | 5           |
|     |                        |           | 45       | 2.5         |
|     |                        |           | 48       | 0           |
| 7   | Inclusiveness          | 15%       | Male     | 10          |
|     |                        |           | Female   | 15          |
|     |                        |           | Disabled | 15          |
|     |                        |           | Minority | 15          |



# Annex I: Adult Literacy and Numeracy Skills

## Annex I-1 Memorandum of Understanding

Memorandum of Understanding  
Adult literacy interventions under Community-Led Local Governance (CLLG) Programme,  
Government of Balochistan  
Between

### **GOB Community Led Local Governance (CLLG) Programme**

And

### **National Commission for Human Development (NCHD)**

This memorandum of understanding (MoU) is made on \_\_\_\_/\_\_\_\_/20\_\_ at Quetta.

Between

#### **1. GOB Community Led Local Governance (CLLG) Programme**

**And**

#### **2. National Commission for Human Development (NCHD) for**

Adult literacy intervention under CLLG Program in ..... districts of Balochistan

### **1. Introduction**

The purpose of this letter of understanding is the outline the facilitation role of Community-Led Local Governance Programme (here in after referred to as CLLG) and National Commission for Human Development (hereinafter referred to as NCHD) in the implementation of adult literacy interventions under ..... Program ... in ..... districts of Balochistan

### **2. Parties**

#### **I. CLLG**

Postal address:

Contact numbers:

E. mail:

#### **II. National Commission for Human Development (NCHD)**

Postal address:

Contact numbers:

E. mail:

Whereas CLLG is a is a development programme under the Community-Led Local Governance (CLLG) Policy of Government of Balochistan working in the rural areas of Balochistan since \_\_\_\_\_. The overall mission of the CLLG Policy/Programme is to reduce poverty and foster the well-being of the poor by "Harnessing People's Potential to help themselves". The core of the CLLG Programme of GoB is social mobilisation, social cohesion by organizing people in CO/VO/LSO the community institutions. These grassroots community organisations lead need-based programme interventions such as health, education, livestock, agriculture, community infrastructure, water and sanitation and community-based disaster risk reduction etc.

Whereas the National Commission for the Human Development was established on the recommendation of the task force, by the Government of Pakistan in July 2001, under Ordinance NO. No. XXIX of 2002. The commission is a part of the Ministry of Federal Education and Professional Training.

Islamabad. It is working in all the four provinces of Pakistan beside AJK, FATA and GB. Its major programmes are Education (UPE & Adult Literacy) and Health.

Whereas Government of Balochistan with technical and financial assistance of \_\_\_\_\_ has initiated as integrated programme in \_\_districts of Balochistan including \_\_\_\_\_, \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_ covering ... Union Councils extensively for a year Programme under the that is Balochistan Community- Led Local Governance (CLLG) Policy to “reduce 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.”

Therefore, NCHD and CLLG Programme have entered this MoU to cooperate with each other and to integrate their planning and implementation activities to maximize the objectives of their common interest through the above-mentioned project of establishment of Adult Literacy Centers in .... District of Balochistan.

NCHD and CLLG Programme shall determine, through mutual consultations, the mechanism to further enhance cooperation and collaboration for the above state purpose, and for this purpose NCHD and CLLG will develop close liaison for sharing experiences, guidance for timely achievement of the objectives.

#### Modus operandi

The respective responsibilities of the parties are follows.

- A. Community-Led Local Governance (CLLG) Programme under the GOB CLLG Policy party-A
  1. CLLG will be responsible for social mobilisation of the community field staff to identify the relevant participants, community mobilisation/need assessment for literacy courses and evolve/motivate the community for active participation in the basic and functional/literacy centers process. The activities to be carried out include social mobilisation process, baseline assessment of illiterates, trainings, provision of materials, periodic assessment of learners, monitoring and evaluation etc. All the aforementioned activities will be carried out in line with NCHD guidelines.
  2. CLLG will be responsible for the implementation of Basic & Functional Literacy courses in line with guidelines provided by NCHD.
  3. CLLG will organize events for training teachers/staff.
  4. CLLG will be responsible for compilation and updating of the respective data of the learners and teachers.
  5. CLLG will be responsible for monthly honorarium of teacher up till course completion.
  6. CLLG will pay the re-printing cost of materials of the Govt. printing press and training cost for the project time period as per the attached budget. The inflation rate will be taken into consideration at the time of printing.
  7. CLLG will be responsible for monthly honorarium of ALCs teacher for working month in all literacy phases during the project time.
  8. CLLG will provide logistic support (vehicle) to NCHD professionals/master trainer for training and monitoring of Literacy Courses at each district with mutual Work plans.
  9. CLLG will make arrangements for training of staff/teachers.
  10. CLLG will share data of the learners/ALCs with NCHD since inception till end of the projects.

- B. National Commission for Human Development (NCHD) (Party-B)
1. NCHD will provide technical back stopping in the form of training to staff and teacher to CLLG Adult Literacy Courses.
  2. NCHD will facilitate in re-printing of Literacy Books and materials to CLLG,
  3. NCHD will facilitate and provide training/reference materials and manual, to field staff of CLLG.
  4. NCHD will be responsible for evaluation/monitoring of the respective literacy courses.
  5. After the completion of each Phase, both NCHD and CLLG would organize monitoring teams for conducting final assessment/evaluation of literacy courses.
  6. NCHD will provide orientation sessions to field staff of CLLG at different locations of Balochistan.
  7. NCHD will facilitate CLLG in re-printing of AKC materials on payment and given acknowledgment to CLLG, .... Programme on the reprinted materials.
- C. CLLG & NCHD:
1. Both parties will sit and formulate district implementation plan and will maintain record of the learners and neo- literates.
  2. A final completion report (narrative/pictorial) will be prepared by both NCHD and CLLG at each District and Provincial level. The final report will be published by CLLG.

#### Duration of the agreement

- a. The Memorandum of Understanding will take effect from ..... till..... and will be extendable as mutually agreed by both parties.
- b. This MoU may be amended at any time with mutual written consent of both the parties.

#### Dispute resolution

Any dispute, controversy or claim arising out of or in relation to this memorandum, or the breach, termination or invalidity thereof, shall be discussed mutually at Provincial Level between the heads of the two organisations whose decision would be final and binding.

#### Final clause

The memorandum shall be prepared with two copies for both the parties and enter into force upon signature by both parties. It will remain in force until completion of all obligations of the parties under this agreement, amendments may be made through mutual agreement in writing between the parties.

The parties hereto covenant that they will perform their jobs under this MoU to the best of their abilities and available resources to achieve their common objective.

In witness whereof, the parties hereto have subscribed their hands on the day and at the place first mentioned above.

Project Director  
CLLG Policy/ Programme

Director Operations NCHD  
(On behalf of NCHD)

Witness  
Name  
Designation  
CLLG

Witness  
Name  
Designation  
NCHD

## Annex I-2 Format for List of Village Wise Illiterate Women in the Age Brackets of 18 to 45 Years

|         |  |            |  |
|---------|--|------------|--|
| Village |  | R. Village |  |
| Tehsil  |  | District   |  |

| S. No | HH Head Name | Name of Trainee | CNIC No | Age | Willingness to attend LNS Training (Yes/No) |
|-------|--------------|-----------------|---------|-----|---------------------------------------------|
| 1     |              |                 |         |     |                                             |
| 2     |              |                 |         |     |                                             |
| 3     |              |                 |         |     |                                             |
| 4     |              |                 |         |     |                                             |
| 5     |              |                 |         |     |                                             |
| 6     |              |                 |         |     |                                             |
| 7     |              |                 |         |     |                                             |
| 8     |              |                 |         |     |                                             |
| 9     |              |                 |         |     |                                             |
| 10    |              |                 |         |     |                                             |

### Annex I-3 VDP/UC/MC DPS Format for Illiterate Women for Adult Literacy and Numeracy Skills Training

|                |  |                              |  |             |  |
|----------------|--|------------------------------|--|-------------|--|
| <b>VO Name</b> |  | <b>R. Village/Settlement</b> |  | <b>UC</b>   |  |
| <b>Tehsil</b>  |  | <b>District</b>              |  | <b>Date</b> |  |

|           |  |                |  |               |  |                 |  |
|-----------|--|----------------|--|---------------|--|-----------------|--|
| <b>UC</b> |  | <b>Village</b> |  | <b>Tehsil</b> |  | <b>District</b> |  |
|-----------|--|----------------|--|---------------|--|-----------------|--|

| <b>CNIC</b>     | <b>Name</b> | <b>Education</b> | <b>PSC-Band</b> | <b>Already Received same ALNS Training? (Yes/No)</b> | <b>Is Benef: Physically &amp; Mentally Fit? (Yes/No)</b> | <b>Is inhabitant of same UC? (Yes/No)</b> | <b>UC/MC DPS-Priority</b> | <b>Women Headed HH (Yes/No)</b> |
|-----------------|-------------|------------------|-----------------|------------------------------------------------------|----------------------------------------------------------|-------------------------------------------|---------------------------|---------------------------------|
| 52459-6155452-8 | Rahmah      | Illetrate        | 0               |                                                      |                                                          |                                           |                           |                                 |
| 51340-6117032-3 | Hayud       | Illetrate        | 1               |                                                      |                                                          |                                           |                           |                                 |
| 51485-6216539-8 | Judi        | Illetrate        | 2               |                                                      |                                                          |                                           |                           |                                 |
| 52371-6320849-1 | Hajar       | Illetrate        | 4               |                                                      |                                                          |                                           |                           |                                 |
| 52003-6422868-4 | Lubab       | Illetrate        | 4               |                                                      |                                                          |                                           |                           |                                 |
| 51514-6466335-7 | Mu'azzaz    | Illetrate        | 9               |                                                      |                                                          |                                           |                           |                                 |

## Annex I-4 Terms of Reference for Adult Literacy and Numeracy Teacher

Dear Mr/Ms. \_\_\_\_\_ S/W/D/o \_\_\_\_\_

Address: \_\_\_\_\_

I am pleased to offer you to work as Adult Literacy and Numeracy Teacher in LSO\_\_\_\_\_, UC\_\_\_\_\_. This is a temporary assignment. You will report to the SMT in-charge (*Name of SMT*)\_\_\_\_\_and perform the following duties:

1. Teach literacy and numeracy skills to the students of the Adult Literacy Centre, adapting resources to ensure all students can make progress within the group.
2. Assess, monitor, record and report on the learning needs, progress, and achievements of assigned students.
3. Work with others on curriculum and/or student development teams to secure coordinated outcomes.
4. Maintain accurate and complete records of students' progress and development.
5. Update all necessary records accurately and completely as required by the center's regulations.
6. Prepare required reports on students and activities.
7. Attend meetings as necessary to perform the remit of this post.
8. Regularly set and mark homework, according to literacy center's policy.
9. Promote and support extra-curricular activities.
10. Maintain discipline in accordance with the rules and disciplinary systems of the learning center.
11. Maintain the center clean.
12. Carry out any additional responsibilities appropriate to the position as agreed with the District Manager.

### Honorarium and other terms and conditions

1. The total period of the contract will be for \_\_\_\_\_ months, starting from \_\_\_\_\_
2. You will be paid a monthly honorarium of PKR. \_\_\_\_\_ for your services
3. You will be given the required training and guidance by your supervisor to perform your duties properly and effectively.
4. The government has full rights to discontinue the contract at any time in case of poor performance and violation of the agreed terms of partnership from your side.

Yours sincerely,

Assistant Director  
Local Government  
CLLG Programme  
District

I agree to the terms and conditions detailed in this agreement.

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

Documents attached:

1. Format for monthly progress and monitoring report

## Annex I-5 Monthly Status of the Literacy and Numeracy Centers

| For the Month of   |  |            |  | Year |  |
|--------------------|--|------------|--|------|--|
| Literacy Centre No |  | R. Village |  | UC   |  |
| Tehsil             |  | District   |  | SMT  |  |

| 1                 | Students             |                      |                                 |                                             |              |         |
|-------------------|----------------------|----------------------|---------------------------------|---------------------------------------------|--------------|---------|
|                   | No of Total Students |                      |                                 | Average attendance of students in the month |              | Remarks |
|                   | Start of month       | Dropped out in month | End of month                    |                                             |              |         |
|                   |                      |                      |                                 |                                             |              |         |
| 2                 | Teachers             |                      |                                 |                                             |              |         |
|                   |                      | Name                 | Total working days in the month | No of attendance                            | No of Leaves | Remarks |
|                   | Teacher 1            |                      |                                 |                                             |              |         |
|                   | Teacher 2            |                      |                                 |                                             |              |         |
| Name of SMT Staff |                      |                      | Signature                       |                                             | Date         |         |

## Annex I-6 Clearance Certificate of the Literacy Centre

| No of Literacy Centre |  | R. Village |  |
|-----------------------|--|------------|--|
| UC                    |  | Tehsil     |  |
| District              |  | SMT        |  |

I (Name of landlord)

S/O

CNIC NO

Owner of house No:

Address:

Hereby state that my above-mentioned house was rented by CLLG Programme for a period of 6 months (from \_\_\_ to \_\_\_).

The CLLG Programme has paid the rent for my house, electricity and other utilities in full. I have no financial or other claims against the CLLG Programme.

Signature/Thumb Impression of the landlord Date:

## Annex I-7: ALNS Scoring Criteria

| S.# | Indicator              | Weightage | Criteria | % Weightage |
|-----|------------------------|-----------|----------|-------------|
| 1   | PSC Range              | 20%       | 0        | 30          |
|     |                        |           | 12       | 22.5        |
|     |                        |           | 19       | 15          |
|     |                        |           | 23       | 7.5         |
| 2   | UC/MC DPS Priority     | 35%       | 1        | 35          |
|     |                        |           | 5        | 30          |
|     |                        |           | 9        | 25          |
|     |                        |           | 13       | 20          |
|     |                        |           | 17       | 15          |
|     |                        |           | 21       | 10          |
|     |                        |           | 25       | 5           |
|     |                        |           | 29       | 0           |
|     |                        |           | 33       | 15          |
|     |                        |           | 37       | 10          |
|     |                        |           | 41       | 5           |
|     |                        |           | 45       | 0           |
| 3   | Women Headed Household | 15%       | Yes      | 15          |
|     |                        |           | No       | 10          |
| 4   | Age Range              | 15%       | 18       | 15          |
|     |                        |           | 21       | 12.5        |
|     |                        |           | 30       | 10          |
|     |                        |           | 39       | 7.5         |
|     |                        |           | 42       | 5           |
|     |                        |           | 45       | 2.5         |
|     |                        |           | 48       | 0           |
| 5   | Inclusiveness          | 15%       | Male     | 10          |
|     |                        |           | Female   | 15          |
|     |                        |           | PWD      | 15          |
|     |                        |           | Minority | 15          |



## Annex J: Income Generating Grants (IGG)

### Annex J-1: Sample Proposal Application for IGG Sub-Grant

Date of Application: \_\_\_\_\_

#### Section A: The Organisation

| Contact information |                                    |                                              |
|---------------------|------------------------------------|----------------------------------------------|
| a.                  | Name of Community Institution:     |                                              |
| b.                  | Type of the Community Institution: | * LSO * VO * CO                              |
| c.                  | Name of the Community Leaders      | President/Chairperson:<br>Manager/Secretary: |
| d.                  | Postal Address:                    |                                              |
| e.                  | Contact number:                    |                                              |
| f.                  | Name of Community Bookkeeper       |                                              |

| Legal Status and Bank Account: (If applicable, tick the relevant section) |                                       |                   |                                          |
|---------------------------------------------------------------------------|---------------------------------------|-------------------|------------------------------------------|
|                                                                           | Registration Status                   | Name of Authority | Date/number of notification/registration |
|                                                                           | Notified by Government Authority      |                   |                                          |
|                                                                           | Registered under any Registration Act |                   |                                          |
|                                                                           | Registered with Deputy Commissioner   |                   |                                          |
|                                                                           | Bank Account                          | Bank Name/Branch  | Account Number                           |
|                                                                           |                                       |                   |                                          |

#### Section B: The Proposed Action

| Title of the Action: Income Generating Grant (IGG) |                 |                  |
|----------------------------------------------------|-----------------|------------------|
| IGG Implementation Location:                       |                 |                  |
| Union Council (if LSO)                             | Village (if VO) | Muhallla (if CO) |
|                                                    |                 |                  |

#### 1. Rationale/Need Justification:

The need for IGG comes from the Micro Investment Plans (MIPs) /Income Generating Plans (IGPs) prepared for the CO member households. Where member households identified income generating activities that they can implement to improve their household incomes and contribute in reducing household poverty.

The Provision of IGG will also improve the effectiveness, managerial capacities and relevance of the community institutions on a sustainable basis and keep the community institutions functional and active.

## 2. Objectives of the Action:

The key objective of the action is:

- To organise maximum number of poor households (with Poverty Score of 0-23) into Community Organisation (CO(s))
- To provide one-time grant to the poor household members of COs to start/improve income generating activities and contribute to their economic empowerment.
- To strengthen the community institution to remain relevant, active and effective in responding to their members' needs.

## 3. Expected Results of the Action:

- 25% of targeted households see an improvement in their income.
- Enhanced financial, technical and management capacities of the community institution

## 4. Implementation Methodology

Upon receiving of the IGG from CLLG Programme, the [Name of community institution] will procure the identified assets by the beneficiaries following a BPRA2014 procedures and hand over the assets to the beneficiaries or their nominees in a transparent manner. For better management, the CLLG DIU or IP may procure assets for CIs according to BPPRA 2014 as appropriate.

## 5. Identification and Selection of the IGG Beneficiaries

List of the beneficiaries is identified from the Micro Investment Plan (MIP)/Income Generation Plan (IGP) developed for each household. The IGG beneficiary will be selected after appraisal of the proposed Micro Investment Plan (MIP) /Income Generation Plan (IGP) of the beneficiary household and following selection criteria:

- i. The IGG beneficiary is a member of a CO.
- ii. The beneficiary household falls in PSC score category (0-18)
- iii. The MIP/IGP of the beneficiary HH is properly filled and signed.
- iv. The beneficiary attends the Enterprise Development and Marketing training arranged by CLLG Programme
- v. The IGG Appraisal is properly filled in and signed by the member.
- vi. Has a CNIC
- vii. The beneficiary HH has sufficient human resources to implement the MIP identified activity.
- viii. The beneficiary must not be a CIF holder at the time of accessing IGG.

## 6. Procurement and Transfer of Assets to IGG Beneficiaries

The Community Institution will form a Procurement Committee for purchase of the assets mentioned in the appraisal forms of the beneficiaries. The Procurement Committee will be comprised of the following members:

- The President and General Secretary of VO/LSO
- A nominated member of LSO (if IGG grantee is VO)
- The beneficiary members or their nominees
- The nominee from the Finance section of CLLG Programme.

The Procurement Committee will follow the below guidelines:

- i. Procurement Committee shall visit the nearest market and shall identify most appropriate and cost-efficient supplier.
- ii. In case of procurement below PKR. 50,000 shopping method ensuring clause 4 of the BPRA2014 may be used and procurement may be done by visiting nearest market and single quotation may be obtained from single vendor on the basis of which procurement will be done,

- iii. In case of procurement of items between PKR.50,000 and PKR.100,000, three quotations method shall be adopted in which three quotations will be obtained in writing from vendors available in nearest market and all the Procurement Committee members shall sign the quotations.
- iv. Comparative statement shall be prepared for the three quotations obtained which will be signed by all Procurement Committee members.
- v. Purchase Order shall be issued by the VO/LSO/CLLG, to the recommended vendor, duly signed by the committee members, with a copy to CI/CLLG DIU office.
- vi. All payments over PKR. 20,000/- shall be made through crossed cheque in favor of the vendor.

In case where vendor is not ready to accept cheque for payments above Rs. 20,000/- a VO may make cash payment in presence of two community members (non-signatories of cheques) and a SMT representative. Signature/thumb impression shall also be obtained on cash receipt from vendor for evidence of transaction. Handing over of cash shall also be photographed and made part of SOEs. However, except for livestock under any circumstances no payment over and above PKR. 50,000 can be made in cash.

## **7. Record Keeping of IGG in Karwai Register, IGG Register and Member's IGG Passbook**

The Community Institution will engage a Community Bookkeeper (CBK) to maintain and update the financial transactions and records of the IGG.

The IGG details (name, amount, date of disbursement, purpose, duration) will be recorded into the Community Institution's Karwai register by the Community Institution's Manager/Secretary and signature or thumb impression of the beneficiary members will be taken on it. The IGG beneficiary will obtain an IGG Passbook from the Community Institution and the Manager/Secretary/CBK will write the amount of grant given to the member into the Passbook and sign it. Moreover, the IGG records will be entered into the IGG Register by the Community Bookkeeper of the Community Institution.

## **8. Proposed Beneficiaries and Grant Request Amount of the Action**

The grant size and methodology will be determined by the community institution after approval of the IGG beneficiaries' appraisal. However, for the purpose of budget an average grant size of [Rs. 50,000] is decided. Total number of beneficiaries is expected to be \_\_\_\_\_ households over [\_\_\_\_years]

## **9. Monitoring of IGG Beneficiaries**

The Community Institution will maintain a tracking sheet of IGG beneficiaries and monitor the use and benefits of the IGG amount by the beneficiaries. (Beneficiary Tracking Sheet attached at Annex A-2) Signature of Community Institution Leaders:

President/Chairperson\_\_\_\_\_

Manager/Secretary\_\_\_\_\_

### **Annexes**

Annex A-1: Summary of MIPs/IGPs

Annex A-2: Beneficiary Tracking Sheet

## 10. IGG Eligibility Criteria (To be filled by the SMT/CRP)

| S. # | CI Grant Eligibility Criteria                                                                                                                                                                                                              | Status |    |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----|
| 1    | The Community Institution (CI) is membership-based, inclusive (with membership of women and the poor), and have successfully participated in a social mobilisation Programme based on CLLG social mobilisation requirements                | Yes    | No |
| 2    | The CI is registered or notified by a government authority as mentioned in this manual.                                                                                                                                                    | Yes    | No |
| 3    | The CI has an institutional bank account                                                                                                                                                                                                   | Yes    | No |
| 4    | The CI has at least one Community Bookkeeper (CBK) to record and update the IGG records and accounts, and the community CBK has received training in IGG account management from the CLLG or any other entity working on similar approach. | Yes    | No |
| 5    | The CI has finalized MIPs/IGPs for potential IGG beneficiaries and incorporated those in the VDP/UC/MC DPS (in case of VO as grantee) and UC/MC DPS (in case of LSO as grantee)                                                            | Yes    | No |
| 7    | The CI is willing to maintain update and report to CLLG about the use and benefit of IGG through a Beneficiary Tracking Sheet provided by the CLLG.                                                                                        | Yes    | No |
| 8    | The total amount of sub-grant (including the IGG grants) is not exceeding PKR. 10 million.                                                                                                                                                 | Yes    | No |
| 9    | The CI agrees to all audit requirements as mentioned in the CLLG Programme Implementation Manual.                                                                                                                                          | Yes    | No |
| 10   | The CI agrees to all reporting requirements of the CLLG Programme                                                                                                                                                                          | Yes    | No |
| 11   | Approved                                                                                                                                                                                                                                   | Yes    | No |

Signature of CI President/Chairperson \_\_\_\_\_ Date \_\_\_\_\_

Signature of CI Manager/Secretary \_\_\_\_\_ Date \_\_\_\_\_

Remarks (If Any):

## Annex J-2: Sample Sub-grant Contract

(The `Action') described in  
Grant Proposal

### GRANT CONTRACT CLLG Programme [agreement number] (The 'Contract')

The Community-Led Local Governance (CLLG) Programme is being implemented under the Community-Led Local Governance (CLLG) Policy of the Government of Balochistan. Assistant Director, located at [Address] represents (The "Contracting Authority") as First party.

And

Community Institution (CI) Name: \_\_\_\_\_ (The  
'Beneficiary') as Second party

The parties have agreed as follows:

#### Special Conditions Article-1-Purpose

- 1.1 The purpose of this Contract is the award of a sub-grant by the Contracting Authority to finance the implementation of the action entitled: \_\_\_\_\_

Application as Annex I.

The Beneficiary shall be awarded the sub-grant on the terms and conditions set out in this Contract, which consists of these special conditions (The `Special Conditions') and the Annexes, which the Beneficiary hereby declares it has noted and accepted.

- 1.2 The Beneficiary accepts the grant and undertakes to be responsible for carrying out the Action.

#### 1.3 Special Condition Article-2 - Implementation period of the Action

- 2.1 This Contract shall enter into force on the date: \_\_\_\_\_ agreed and signed by both parties.

- 2.2 The implementation tentative period of the Action is from \_\_\_\_\_ to \_\_\_\_\_

- 2.3 The execution period of this Contract shall end with the conclusion of the Programme.

#### 2.4 Special Condition Article-3 - Financing the Action

- 3.1 The total eligible costs are estimated in PKR: \_\_\_\_\_ 100% as set out in Grant Proposal Application as Annex I.

- 3.2 The Contracting Authority undertakes to finance a maximum amount of PKR. \_\_\_\_\_ [xx%] as CLLG Programme share. The Beneficiary will contribute PKR. \_\_\_\_\_ [xx%] as Community Institution share in cash or in kind. (Refer to Grant Proposal Application as Annex I.)

#### Special Condition Article-4 - Reporting and payment arrangements

- 4.1 Payments shall be made in accordance with below Schedule.

Initial pre-financing payment (as 1st Instalment):

PKR \_\_\_\_\_ Balance of the final amount of the grant (as last Instalment)

PKR. \_\_\_\_\_

#### Special Condition Article-5 - Contact addresses

- 5.1 For the Contracting Authority (as 1st Party) [Assistant Director Local Government]  
[Address] For Beneficiary (as 2nd Party)

Name of Community Institutions: \_\_\_\_\_ Name &

Designations & CNIC No of Community Institution's office bearers.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_ Village: \_\_\_\_\_ UC: \_\_\_\_\_

Tehsil: \_\_\_\_\_ District: \_\_\_\_\_

Special Condition Article-6 - Annexes

6.1 The following documents are annexed to these Special Conditions and form an integral part of the Contract: Annex I: Grant Proposal Application

Annex II: General Conditions applicable

Annex III: Payment Case (Cheques receiving Acknowledgement Performa, Installment request Resolution from the community, progress report, Bank Book)

Annex IV: Implementation Guidelines/Terms of reference

Done in English in two originals, one original being for the Contracting Authority and one original being for the Beneficiary.

**1st Party**

(The "Assistant Director Local Government")

Name: \_\_\_\_\_

Title: \_\_\_\_\_

CNIC: \_\_\_\_\_

Address: \_\_\_\_\_

Date: \_\_\_\_\_

**2nd Party**

(The "Chairman of the Community Institution")

Name: \_\_\_\_\_

Title: \_\_\_\_\_

CNIC: \_\_\_\_\_

Address: \_\_\_\_\_

Date: \_\_\_\_\_

**Countersign**

(The Deputy Commissioner or his respective Assistant Commissioner)

Name: \_\_\_\_\_

Title: \_\_\_\_\_

CNIC: \_\_\_\_\_

Address: \_\_\_\_\_ Date: \_\_\_\_\_

## Annex J-3: IGG Appraisal Form

| Income Generating Grant Appraisal Form |      |      |                |                      |           |           |
|----------------------------------------|------|------|----------------|----------------------|-----------|-----------|
| MIS Code                               | Name | Date | Purpose of IGG | IGG Amount Requested | PSC Score | Signature |
|                                        |      |      |                |                      |           |           |

| Member's Performance Evaluation |                                   |                          |                                         |                                                                          |
|---------------------------------|-----------------------------------|--------------------------|-----------------------------------------|--------------------------------------------------------------------------|
|                                 | Attendance<br>(Regular/Irregular) | Regularity of<br>Savings | Current amount<br>of savings<br>balance | Proposed amount<br>of increase in<br>savings<br>during the IGG<br>tenure |
| Performance/Amount              |                                   |                          |                                         |                                                                          |
| Comments                        |                                   |                          |                                         |                                                                          |

| Approval and Sanction                                     |           |                         |  |                                          |  |
|-----------------------------------------------------------|-----------|-------------------------|--|------------------------------------------|--|
| Approved:                                                 | Yes<br>No | Pending (State Reason): |  | Approval Date                            |  |
| Resolution No:                                            |           | Date of Disbursement    |  |                                          |  |
| Recommended by<br>District Coordinator<br>CLLG Programme: |           |                         |  |                                          |  |
| Approved by<br>Assistant Director<br>Local Government:    |           |                         |  | Signature of Community<br>Book<br>Keeper |  |

## Annex J-4: Asset Transfer Form

| Sr. No.                                          | Asset Transfer Form |       |                    |                   |                              |                                  | Picture with Asset transferred |
|--------------------------------------------------|---------------------|-------|--------------------|-------------------|------------------------------|----------------------------------|--------------------------------|
| Union Council                                    |                     |       |                    |                   | LSO Name                     |                                  |                                |
| R. Village                                       |                     |       |                    |                   | VO. Name                     |                                  |                                |
| CO Name                                          |                     |       |                    |                   | Tehsil                       |                                  |                                |
| District                                         |                     |       |                    |                   |                              |                                  |                                |
|                                                  |                     |       |                    |                   |                              |                                  |                                |
| Beneficiary Name                                 |                     |       |                    |                   | Gender                       |                                  |                                |
| Father/ Spouse Name                              |                     |       |                    |                   | Age                          |                                  |                                |
| Current Saving                                   |                     |       |                    |                   | CNIC No                      |                                  |                                |
| Occupation                                       |                     |       |                    |                   | Monthly Income               |                                  |                                |
| Contact Person in emergency                      |                     |       |                    |                   | Relation with contact person |                                  |                                |
| Personal contact                                 |                     |       |                    |                   | Cell/ Phone No.              |                                  |                                |
|                                                  |                     |       |                    |                   |                              |                                  |                                |
| PSC                                              |                     | Widow | Y/N                | PWD               | Y/N                          | Other Special Condition (if any) |                                |
|                                                  |                     |       |                    |                   |                              |                                  |                                |
| Enterprise/ Development/Marketing Training Taken |                     |       |                    |                   | Y/N                          | Duration                         |                                |
| Type of asset recommended                        |                     |       |                    |                   |                              | Need identified by               |                                |
| Name of asset transfer                           |                     |       |                    |                   |                              | Asset Cost                       |                                |
| Date of asset transfer                           |                     |       |                    |                   |                              | Place of Asset Transfer          |                                |
| Members of Procurement Committee                 |                     |       |                    |                   |                              |                                  |                                |
|                                                  | Member              | Name  | Father/Spouse Name | Gender            | CNIC No.                     | Signature                        |                                |
| 1                                                | From CLLG Programme |       |                    |                   |                              |                                  |                                |
| 2                                                | From Community      |       |                    |                   |                              |                                  |                                |
| 3                                                | From Community      |       |                    |                   |                              |                                  |                                |
| 4                                                | Self                |       |                    |                   |                              |                                  |                                |
| Name of Vendor                                   |                     |       |                    | Address of Vendor |                              |                                  |                                |

Note: Please attach the CO/VO resolution duly signed by 80% members



## Annex J-5: Check List for IGG Approval by Community Institution

| S. # | Selection Criteria                                                                              | Status |    |
|------|-------------------------------------------------------------------------------------------------|--------|----|
| 1    | The IGG beneficiary is member of a CO                                                           | Yes    | No |
| 2    | The beneficiary household falls in PSC score category (0-18)                                    | Yes    | No |
| 3    | The beneficiary has attended Enterprise Development and Marketing Training                      | Yes    | No |
| 4    | The MIP/IGP of the beneficiary HH is properly filled and signed                                 | Yes    | No |
| 5    | The IGG Appraisal is properly filled and signed                                                 | Yes    | No |
| 6    | The Asset Transfer Form is properly filled and signed                                           | Yes    | No |
| 7    | Copy of CNIC of the beneficiary is attached                                                     | Yes    | No |
| 8    | The beneficiary HH has sufficient human resources to manage the MIP/IGP identified activity     | Yes    | No |
| 9    | The CO Resolution for approval of the beneficiary HH is attached (if IGG grant is at VO level)  | Yes    | No |
| 10   | The VO Resolution for approval of the beneficiary HH is attached (if IGG grant is at LSO level) | Yes    | No |
| 11   | Approved                                                                                        | Yes    | No |

Signature of CI President/Chairperson: \_\_\_\_\_ Date: \_\_\_\_\_

Signature of CI Manager/Secretary: \_\_\_\_\_ Date: \_\_\_\_\_

Remarks (If Any):

## Annex J-6: IGG Register

|                                  |  |                |    |                  |  |
|----------------------------------|--|----------------|----|------------------|--|
| <b>Name of IGG beneficiary:</b>  |  | <b>D/W of:</b> |    | <b>CNIC No.:</b> |  |
| <b>Amount of IGG (PKR.):</b>     |  | <b>PSC:</b>    |    | <b>IGG Date:</b> |  |
| <b>Purpose of IGG:</b>           |  |                |    |                  |  |
| <b>Name of asset transferred</b> |  |                | No |                  |  |

## Annex J-7: IGG Beneficiary Tracking Sheet

| District Name | Tehsil Name | CLLG SMT Office | Union Council Name |
|---------------|-------------|-----------------|--------------------|
|               |             |                 |                    |

[illegible]

Note: To be maintained in Excel Sheet and MIS

## Annex J-8 Monthly IGG Progress Report

| Progress Report for the month of ..... Year..... |             |                |          |
|--------------------------------------------------|-------------|----------------|----------|
| Name of Community Institution                    | UC          | Tehsil         | District |
|                                                  |             |                |          |
| Bank Name                                        | Branch Name | Account Number |          |
|                                                  |             |                |          |

| Monthly IGG Report             |                                                                   |    |     |       |                      |              |
|--------------------------------|-------------------------------------------------------------------|----|-----|-------|----------------------|--------------|
| Description                    | No. of Community Institutions<br>(Write number of applicable CIs) |    |     |       | No. of Beneficiaries | Amount (Rs.) |
|                                | CO                                                                | VO | LSO | Total |                      |              |
| Opening IGG balance            |                                                                   |    |     |       |                      |              |
| IGG disbursed during the month |                                                                   |    |     |       |                      |              |
| Closing IGG Balance            |                                                                   |    |     |       |                      |              |
|                                |                                                                   |    |     |       |                      |              |

| Monthly Processing Fee/Service Charges Collected from COs Report |                                                                   |    |     |       |                      |              |
|------------------------------------------------------------------|-------------------------------------------------------------------|----|-----|-------|----------------------|--------------|
| Description                                                      | No. of Community Institutions<br>(Write number of applicable CIs) |    |     |       | No. of Beneficiaries | Amount (Rs.) |
|                                                                  | CO                                                                | VO | LSO | Total |                      |              |
| Opening balance                                                  |                                                                   |    |     |       |                      |              |
| Closing balance                                                  |                                                                   |    |     |       |                      |              |
|                                                                  |                                                                   |    |     |       |                      |              |

| Profit on IGG Bank Account |                                                                   |    |     |       |                      |              |
|----------------------------|-------------------------------------------------------------------|----|-----|-------|----------------------|--------------|
| Description                | No. of Community Institutions<br>(Write number of applicable CIs) |    |     |       | No. of Beneficiaries | Amount (Rs.) |
|                            | CO                                                                | VO | LSO | Total |                      |              |
| Opening balance            |                                                                   |    |     |       |                      |              |
| Closing balance            |                                                                   |    |     |       |                      |              |
|                            |                                                                   |    |     |       |                      |              |

| Overall Progress                     |               |                                |
|--------------------------------------|---------------|--------------------------------|
| Indicators                           | Current Month | Cumulative as of current month |
| IGG disbursed to beneficiaries (PKR) |               |                                |
| Average IGG size per HH (PKR)        |               |                                |
| Number of beneficiary Households     |               |                                |
| Number of total IGGs                 |               |                                |
|                                      |               |                                |

CI Manager/Secretary:\_\_\_\_\_Community Book Keeper:\_\_\_\_\_

Verified by Livelihood Officer\_\_\_\_\_

## Annex-9 MIP/IGP Auto-generated list format for IGG.

The following filled format is shown as an example.

| Village |  | UC |  | Tehsil |  | District |  |
|---------|--|----|--|--------|--|----------|--|
|---------|--|----|--|--------|--|----------|--|

| CNIC            | Name                            | Available Skill | PSC-Band | Recourse available | Required Resource           | Is inhabitant of same UC? (Yes/No) | Is required IGG sub-grant greater than PKR. 100,000 | Women Headed HH (Yes/No) | # of Dependents | Is beneficiary a permanent public employee? | UC/MC DPS-Priority |
|-----------------|---------------------------------|-----------------|----------|--------------------|-----------------------------|------------------------------------|-----------------------------------------------------|--------------------------|-----------------|---------------------------------------------|--------------------|
| 52459-6155452-8 | Rahmah                          | business        | 0        | resources time     | free loan                   | Yes                                | 8                                                   | No                       |                 |                                             | 8                  |
| 51340-6117032-3 | Hayud                           | 10hp engine     | 1        | human resources    | hens                        |                                    |                                                     |                          |                 |                                             |                    |
| 51485-6216539-8 | Judi                            | solar system    | 2        | land               | solar system for Irrigation |                                    |                                                     |                          |                 |                                             |                    |
| 52371-6320849-1 | Hajar                           | driving         | 4        | human resources    | Goat & sheep                |                                    |                                                     |                          |                 |                                             |                    |
| 52003-6422868-4 | Lubab                           | agricultural    | 4        | land               | solar system for Irrigation |                                    |                                                     |                          |                 |                                             |                    |
| 52145-6464004-9 | Musn                            | sewing machine  | 10       | human/Tailoring    | sewing machine              |                                    |                                                     |                          |                 |                                             |                    |
| 52590-6368775-7 | Khayriyah, Khayriyyah, Khairiya | sewing machine  | 1        | human/Tailoring    | sewing machine              |                                    |                                                     |                          |                 |                                             |                    |
| 51828-6458605-1 | Farah                           | livestock       | 13       | human resources    | livestock                   |                                    |                                                     |                          |                 |                                             |                    |

## Annex J-10 Details of IGG scoring Criteria

| S.# | Indicator          | Weightage | Criteria | % Weightage |
|-----|--------------------|-----------|----------|-------------|
| 1   | PSC Range          | 20%       | 0        | 20          |
|     |                    |           | 12       | 15          |
|     |                    |           | 19       | 10          |
|     |                    |           | 23       | 5           |
| 2   | UC/MC DPS Priority | 25%       | 1        | 25          |
|     |                    |           | 2        | 24          |
|     |                    |           | 3        | 23          |
|     |                    |           | 4        | 22          |
|     |                    |           | 5        | 21          |
|     |                    |           | 6        | 20          |
|     |                    |           | 7        | 19          |
|     |                    |           | 8        | 18          |
|     |                    |           | 9        | 17          |
|     |                    |           | 10       | 16          |
|     |                    |           | 11       | 15          |
|     |                    |           | 12       | 14          |
|     |                    |           | 13       | 13          |
|     |                    |           | 14       | 12          |
|     |                    |           | 15       | 11          |
|     |                    |           | 16       | 10          |
|     |                    |           | 17       | 9           |
|     |                    |           | 18       | 8           |
|     |                    |           | 19       | 7           |
|     |                    |           | 20       | 6           |
|     |                    |           | 21       | 5           |
|     |                    |           | 22       | 4           |
|     |                    |           | 23       | 3           |
|     |                    |           | 24       | 2           |
|     |                    |           | 25       | 1           |
|     |                    |           | 26       | 0           |
| 3   | Work Experience    | 5%        | 0        | 0           |
|     |                    |           | 1        | 0.5         |
|     |                    |           | 2        | 1           |
|     |                    |           | 3        | 1.5         |
|     |                    |           | 4        | 2           |
|     |                    |           | 5        | 2.5         |
|     |                    |           | 6        | 3           |
|     |                    |           | 7        | 3.5         |
|     |                    |           | 8        | 4           |
|     |                    |           | 9        | 4.5         |
|     |                    |           | 10       | 5           |

|   |                        |     |          |    |
|---|------------------------|-----|----------|----|
| 4 | Women Headed Household | 15% | Yes      | 15 |
|   |                        |     | No       | 10 |
| 5 | Number of Dependents   | 15% | 0        | 0  |
|   |                        |     | 5        | 3  |
|   |                        |     | 10       | 6  |
|   |                        |     | 15       | 9  |
|   |                        |     | 20       | 12 |
|   |                        |     | 25       | 15 |
| 6 | Inclusiveness          | 20% | Male     | 10 |
|   |                        |     | Female   | 20 |
|   |                        |     | PWD      | 20 |
|   |                        |     | Minority | 20 |

# Annex K: Community Investment Fund (CIF)

## Annex K-1: Sample Proposal Application for CIF Sub-Grant

Date of Application: \_\_\_\_\_

### Section A: The Organisation

| Contact information |                                                                               |
|---------------------|-------------------------------------------------------------------------------|
| a.                  | Name of Community Institution:                                                |
| b.                  | Type of the Community Institution: * LSO * VO * CO                            |
| c.                  | Name of the Community Leaders<br>President/Chairperson:<br>Manager/Secretary: |
| d.                  | Postal Address:                                                               |
| e.                  | Contact number:                                                               |
| f.                  | Name of Community Bookkeeper                                                  |

| Legal Status and Bank Account: (If applicable, tick the relevant section) |                   |                                          |
|---------------------------------------------------------------------------|-------------------|------------------------------------------|
| Registration Status                                                       | Name of Authority | Date/number of notification/registration |
| Notified by Government Authority                                          |                   |                                          |
| Registered under any Registration Act                                     |                   |                                          |
| Registered with District Administration                                   |                   |                                          |
| Bank Account (Separate Bank Account for CIF)                              | Bank Name/Branch  | Account Number                           |
|                                                                           |                   |                                          |

### Section B: The Proposed Action

| Title of the Action: Community Investment Fund (CIF) Grant |                 |                  |
|------------------------------------------------------------|-----------------|------------------|
| CIF Implementation Location:                               |                 |                  |
| Union Council (if LSO)                                     | Village (if VO) | Muhallia (if CO) |
|                                                            |                 |                  |

### 1. Rationale/Need Justification:

The need for CIF comes from the Micro Investment Plans (MIPs)/Income Generating Plans (IGPs) prepared for the CO member households. Where member households identified income generating activities that they can implement to improve their household incomes and contribute in reducing household poverty.

The Provision of CIF will also improve the effectiveness, managerial capacities and relevance of the community institutions on a sustainable basis and keep the community institutions functional and active.

### 2. Objectives of the Action:

The key objective of the action is:

- To organize maximum number of poor households (with Poverty Score of 0-23) into Community Organisation (s) (CO(s))
- To provide revolving grants/loans to the poorest household members of COs to start income generating activities and contribute to their economic empowerment.
- To strengthen the community institution to remain relevant, active, and effective in responding to their members' needs.

### 3. Expected Results of the Action:

- 30% of the targeted households see an improvement in their income.
- Enhanced financial, technical and management capacities of the community institution



#### **4. Implementation Methodology**

Upon receiving the CIF grant from CLLG Programme, the [Name of community institution] will use it on rotational basis to reach maximum number of CO members. Income generating activities will be supported through providing short term small loans to eligible poor households.

#### **5. Identification and Selection of the CIF Beneficiaries**

List of the beneficiaries is identified from the Micro Investment Plan (MIP)/Income Generating Plan (IGP) developed for each household. The CIF beneficiary will be selected after appraisal of the proposed MIP/IGP of the beneficiary household and following selection criteria:

- i. The CIF beneficiary is a member of a CO.
- ii. The beneficiary household falls in PSC score category (0-23)
- iii. The MIP/IGP of the beneficiary HH is properly filled in and signed.
- iv. The CIF Appraisal is properly filled in and signed by the SMT member.
- v. Has a CNIC
- vi. The beneficiary HH has sufficient human resources to implement the MIP & IGP identified activity.
- vii. Agrees to repay the CIF loan in agreed instalment.

#### **6. Guarantors**

The concerned CO will provide a guarantee for timely repayment of CIF amount from the beneficiary members. In addition to that, two CO members shall provide their personal guarantee for timely repayment of CIF installment by the beneficiary member.

#### **7. Payment of CIF Amounts to CIF Beneficiaries**

The Community Institution will disburse funds to selected CIF beneficiaries for CIF interventions by issuing order cheques in the presence of CLLG Social Mobilisation Officer /CRP in the Community Institution's meeting. The beneficiaries will cash their cheques themselves from the bank.

#### **8. Record Keeping of CIF in Karwai Register, CIF Register and Member's CIF Passbook**

The Community Institution will engage a Community Bookkeeper (CBK) to maintain and update the financial transactions and records of the CIF and help support in recovery of loans.

The CIF details (name, amount, date of disbursement, purpose, duration) will be recorded into the Community Institution's Karwai register by the Community Institution's Manager/Secretary and signature or thumb impression of the beneficiary members will be taken on it. The CIF beneficiary will obtain a CIF Passbook from the Community Institution and the Manager/Secretary/CBK will write the amount of loan paid to the member into the Passbook and sign it. The repayment schedule of the loan and the negative list will be clearly explained to the CIF borrower. Moreover, the CIF records will be entered into the CIF Register by the Community Bookkeeper of the Community Institution.

#### **9. CIF Processing Fee/Service Charge and Utilisation**

The Community Institution may like to introduce processing fee and/or service charge on the CIF amount to cover the cost of CIF operations. Where applicable, the beneficiary members will pay Rs. \_\_\_\_\_ as processing fee and Rs. \_\_\_\_\_ as service charges to the Community Institution. The processing fee will be charged at the time of the CIF payment and service charges be included and the CIF repayment installment. The processing fee/service charge is one of the sources of income to sustain the Community Institution. Primarily, processing fee will be used for running the CIF operations. Any surplus shall go to Community

Investment fund so that it grows overtime and benefits more beneficiaries.

## 10. CIF Repayment

All CIF loan amounts will be paid in monthly/quarterly installment as per the agreed repayment schedule in the CIF appraisal with each beneficiary household. The Community Bookkeeper (CBK) will record the repayments of the instalment into the CIF Passbook of the member and get it signed from Community Institution Manager/Secretary. The CBK will then deposit the amount into CIF Bank.

## 11. Subsequent Loans to Members of CO

Once sufficient CIF recoveries have been made, the Community Institution will start the process of releasing CIF to members in the 'waiting list'. Priority will be given to waiting list members. Later, when CO members from the earlier rounds of CIF come back for new support, the Community Institution will decide to provide subsequent CIF support to its members reviewing the household's performance regarding utilisation and on-time recovery of CIF, attendance rate at CO meetings.

## 12. Proposed Beneficiaries and Grant Request Amount

The loan size, repayment mode and methodology will be determined by the community institution after approval of the CIF beneficiaries' appraisal. However, for the purpose of budget an average loan size of [PKR. xxxx] with incremental increase in average loan size in the following year, is taken as the first loan that may revolve on a progressive basis. Total number of beneficiaries is expected to be [xxxx] households over [xxx years]. About [xxx] beneficiaries will receive loans for income generation activities in the first year based on their MIP/IGP (List of potential beneficiary and their MIPs/IGPs are attached in Annex A- 1). A tentative plan for the CIF disbursement and beneficiary reached is given in the following table.

| <i>Indicators</i>                      | <i>Year 1</i> | <i>Year 2</i> | <i>Year 3</i> | <i>Year 4</i> | <i>Year 5</i> | <i>Total/Overall</i> |
|----------------------------------------|---------------|---------------|---------------|---------------|---------------|----------------------|
| Loans disbursed to beneficiaries (PKR) |               |               |               |               |               |                      |
| Average loan size per HH (PKR)         |               |               |               |               |               |                      |
| Number of beneficiary Households       |               |               |               |               |               |                      |
| Number of repeated loans               |               |               |               |               |               |                      |
| Number of total loans                  |               |               |               |               |               |                      |

## 13. Monitoring of CIF Beneficiaries

The Community Institution will maintain a tracking sheet of CIF beneficiaries and monitor the use and benefits of the CIF amount by the beneficiaries. (Beneficiary Tracking Sheet attached at Annex A-2)

Signature of Community Institution Leaders:

President/Chairperson Manager/Secretary \_\_\_\_\_

Annexes

Annex A-1: Summary of MIPs/IGPs

Annex A-2: Beneficiary Tracking Sheet

**14. Grant Eligibility Criteria (To be filled by the CLLG relevant technical staff)**

| S. # | CI Grant Eligibility Criteria                                                                                                                                                                                          | Status |    |
|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----|
| 1.   | The Community Institution (CI) is membership-based, inclusive (with membership of women and the poor), and have successfully participated in a social mobilisation Programme based on CLLG Policy/Programme guidelines | Yes    | No |
| 2.   | The CI is registered or notified by government authority as provided in this manual                                                                                                                                    | Yes    | No |
| 3.   | The CI has a separate bank account for CIF                                                                                                                                                                             | Yes    | No |
| 4.   | The CI has at least one Community Bookkeeper (CBK) to record and update the CIF records and accounts, and the CBK has received training in CIF account management from the CLLG Programme                              | Yes    | No |
| 5.   | The CI has finalised MIPs/IGPs for potential CIF beneficiaries and incorporated those in the VDP (in case of VO as grantee) and UC/MC DPS (in case of LSO as grantee)                                                  | Yes    | No |
| 6.   | The CI is willing and able to revolve the CIF to benefit maximum number of community members                                                                                                                           | Yes    | No |
| 7.   | The CI is willing to maintain update and report to CLLG Programme about the use and benefit of CIF through a beneficiary tracking sheet provided by the ADLG Office                                                    | Yes    | No |
| 8.   | The total amount of sub-grants (including the CIF) from the CLLG Programme is not exceeding PKR. 10 million                                                                                                            | Yes    | No |
| 9.   | The CI agrees to all audit requirements provided in this manual                                                                                                                                                        | Yes    | No |
| 10.  | The CI agrees to all reporting requirements of the CLLG Programme as provided in this manual                                                                                                                           | Yes    | No |
| 11.  | Approved                                                                                                                                                                                                               | Yes    | No |

Signature of CI President/Chairperson\_\_\_\_\_ Date:

Signature of CI Manager/Secretary\_\_\_\_\_ Date:

Remarks (If Any):

## Annex K-2: Sample Sub-grant Contract

### GRANT CONTRACT

#### CLLG Programme [agreement number] (The 'Contract')

The Community-Led Local Governance (CLLG) Programme is being implemented under the Community-Led Local Governance (CLLG) Policy of the Government of Balochistan. The Deputy Commissioner, [Address] represents (The "Contracting Authority") as First party.

And

Community Institution (CI) Name: \_\_\_\_\_ (The 'Beneficiary') as Second party

The parties have agreed as follows:

#### Special Conditions Special Condition Article-1 - Purpose

- 1.1 The purpose of this Contract is the award of a sub-grant by the Contracting Authority to finance the implementation of

### GRANT CONTRACT

#### CLLG Programme [agreement number] (The 'Contract')

The Community-Led Local Governance (CLLG) Programme is being implemented under the Community-Led Local Governance (CLLG) Policy of the Government of Balochistan. The Assistant Director Local Government, [Address] represents (The "Contracting Authority") as **First party**.

And

**Community Institution (CI) Name:** \_\_\_\_\_  
(The 'Beneficiary') as Second party.

**The parties have agreed as follows:**

#### Special Conditions

##### Special Condition Article-1 - Purpose

- 1.1 The purpose of this Contract is the award of a sub-grant by the Contracting Authority to finance the implementation of the action entitled: \_\_\_\_\_. The ('Action') described in Grant Proposal

(The 'Action') described in  
Grant Proposal

Application.

- 1.2 The Beneficiary shall be awarded the sub-grant on the terms and conditions set out in this Contract, which consists of these special conditions (The 'Special Conditions') and the Annexes, which the Beneficiary hereby declares it has noted and accepted.
- 1.3 The Beneficiary accepts the grant and undertakes to be responsible for carrying out the Action.

##### Special Condition Article-2 - Implementation period of the Action

- 2.1 This Contract shall enter into force on the date: \_\_\_\_\_ agreed and signed by both parties.
- 2.2 The implementation tentative period of the Action is from \_\_\_\_\_ to \_\_\_\_\_
- 2.3 The execution period of this Contract shall end when the payment of the balance is made by the Contracting Authority and, in any event, at the latest 3 months after the end of the implementation \_\_\_\_ period as stipulated in Special Condition Article 2.3.

### Special Condition Article-3 - Financing the Action

- 3.1 The total eligible costs are estimated in PKR: \_\_\_\_\_ 100% as set out in Project Proposal/Digest.
- 3.2 The Contracting Authority undertakes to finance a maximum amount of PKR. \_\_\_\_\_ [xx%] as CLLG Programme share. The Beneficiary will contribute PKR. \_\_\_\_\_ [xx%] as Community Institution share in cash or in kind. (Refer to Grant Proposal Application as Annex I.)

### Special Condition Article-4 - Reporting and payment arrangements

Payments shall be made in accordance with below Schedule.

Initial pre-financing payment (as 1st Instalment): PKR \_\_\_\_\_

Balance of the final amount of the grant (as last Instalment) PKR. \_\_\_\_\_

### Special Condition Article-5 - Contact addresses

For the Contracting Authority (as 1st Party)

[Deputy Commissioner] [Address]

For Beneficiary (as 2nd Party)

Name of Community Institutions: \_\_\_\_\_ Name & Designations  
& CNIC No of Community Institution's office bearers.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

Village: \_\_\_\_\_ UC: \_\_\_\_\_ Tehsil: \_\_\_\_\_ District: \_\_\_\_\_

### Special Condition Article-6 - Annexes

The following documents are annexed to these Special Conditions and form an integral part of the Contract:

Annex I: Grant Proposal Application

Annex II: Payment Case (Cheques receiving Acknowledgement Performa, Installment request Resolution from the community, Progress Report, Bank Book)

Annex III: Implementation Guidelines/Terms of reference

Done in English in two originals, one original being for the Contracting Authority and one original being for the Beneficiary.

1st Party

2nd Party

(The "Contracting Authority")

(The "Beneficiary")

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Title: \_\_\_\_\_

CNIC: \_\_\_\_\_

CNIC: \_\_\_\_\_

Address: \_\_\_\_\_

Address: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_

WITNESS

Name: \_\_\_\_\_

Title: \_\_\_\_\_

CNIC: \_\_\_\_\_

Address: \_\_\_\_\_

Date: \_\_\_\_\_

## Annex K-3: CIF Appraisal Form

| Community Investment Fund Appraisal Form |      |      |                |                      |                         |                       |                   |                                       |           |           |
|------------------------------------------|------|------|----------------|----------------------|-------------------------|-----------------------|-------------------|---------------------------------------|-----------|-----------|
| MIS Code                                 | Name | Date | Purpose of CIF | CIF Amount Requested | CIF Repayment in months | Number of Installment | Instalment amount | Service Charges/processing fee amount | PSC Score | Signature |
|                                          |      |      |                |                      |                         |                       |                   |                                       |           |           |

| Member's Performance Evaluation |                                                  |                                              |                                               |                                   |                                                             |
|---------------------------------|--------------------------------------------------|----------------------------------------------|-----------------------------------------------|-----------------------------------|-------------------------------------------------------------|
|                                 | Attendance at CO meetings<br>(Regular/Irregular) | Regularity of Savings<br>(Regular/Irregular) | Repayment performance of previous CIF, if any | Current amount of savings balance | Proposed amount of increase in savings during the CIFtenure |
| Performance/Amount              |                                                  |                                              |                                               |                                   |                                                             |
| Comments                        |                                                  |                                              |                                               |                                   |                                                             |

| Repayment Schedule |          |                      |                     |                  |
|--------------------|----------|----------------------|---------------------|------------------|
| Instalment No:     | Due Date | Principal Amount Due | Service Charges Due | Total Amount Due |
| 1                  |          |                      |                     |                  |
| 2                  |          |                      |                     |                  |

| Approval and Sanction |           |                                |  |                                    |  |
|-----------------------|-----------|--------------------------------|--|------------------------------------|--|
| Approved:             | Yes<br>No | Pending (State Reason):        |  | Approval Date                      |  |
| Resolution No:        |           | Condition in Sanction, if any: |  | CIF ID:                            |  |
| Date of Disbursement: |           | Signature of Manager:          |  | Signature of Community Book Keeper |  |

## Annex K-4: Check List for CIF Approval by Community Institution (CI)

| S. # | Selection Criteria                                                                              | Status |    |
|------|-------------------------------------------------------------------------------------------------|--------|----|
| 1.   | The CIF beneficiary is member of a CO                                                           | Yes    | No |
| 2.   | The beneficiary household falls in PSC score category (0-23)                                    | Yes    | No |
| 3.   | The MIP/IGP of the beneficiary HH is properly filled and signed                                 | Yes    | No |
| 4.   | The CIF Appraisal is properly filled and signed                                                 | Yes    | No |
| 5.   | Copy of CNIC of the beneficiary is attached                                                     | Yes    | No |
| 6.   | The beneficiary HH has sufficient human resources to manage the MIP/IGP identified activity     | Yes    | No |
| 7.   | The CO Resolution for approval of the beneficiary HH is attached (if CIF grant is at VO level)  | Yes    | No |
| 8.   | The VO Resolution for approval of the beneficiary HH is attached (if CIF grant is at LSO level) | Yes    | No |
| 9.   | Approved                                                                                        | Yes    | No |

Signature of CI President/Chairperson\_\_\_\_\_ Date:

Remarks (If Any):

Date:

## Annex K-5: CIF Record Register

|                          |  |                        |  |                  |  |
|--------------------------|--|------------------------|--|------------------|--|
| Name of CIF beneficiary: |  | D/W of:                |  | CNIC No.:        |  |
| Amount of CIF (Rs.):     |  | PSC:                   |  | CIF period:      |  |
| Purpose of CIF:          |  | Service Charges (Rs.): |  | Date of Payment: |  |

| Repayment Details |             |                      |                     |                            |                           |                              |                            |           |
|-------------------|-------------|----------------------|---------------------|----------------------------|---------------------------|------------------------------|----------------------------|-----------|
| MIS Code          | Description | Principal Amount Due | Service Charges Due | Principal Amount Recovered | Service Charges Recovered | Principal Amount Outstanding | Service Charge Outstanding | Signature |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |
|                   |             |                      |                     |                            |                           |                              |                            |           |



## Annex K-6: CIF Passbook

Cover Page

|                           |  |                           |  |
|---------------------------|--|---------------------------|--|
| <b>Name of the member</b> |  | <b>Father/Spouse Name</b> |  |
| <b>CNIC No.</b>           |  | <b>Date of membership</b> |  |
| <b>Mohallah</b>           |  | <b>Village</b>            |  |
| <b>Name of the CO</b>     |  | <b>Meeting Date</b>       |  |
| <b>Venue</b>              |  |                           |  |

Inner Cover Page

| <b>S.#</b> | <b>Important Instructions to CO Member</b>                                           |
|------------|--------------------------------------------------------------------------------------|
| <b>1.</b>  | Attend the CO meetings regularly.                                                    |
| <b>2.</b>  | Pay CIF Installment regularly by agreed deadlines                                    |
| <b>3.</b>  | Confirm last CIF balance from the CO Manager/Book Keeper on any new deposit          |
| <b>4.</b>  | Use the CIF amount for the purpose to increase her/his household income              |
| <b>5.</b>  | Keep CIF pass book at home and in safe custody and do not keep with any other person |

Inner Cover Page

| <b>Instalment No.</b> | <b>Date (DD/MM/YY)</b> | <b>CIF Purpose</b> | <b>CIF Disbursed</b> | <b>Instalment Repaid</b> | <b>CIF Balance</b> | <b>Service Charges Paid</b> | <b>Accountant's Signature</b> |
|-----------------------|------------------------|--------------------|----------------------|--------------------------|--------------------|-----------------------------|-------------------------------|
| <b>1.</b>             |                        |                    |                      |                          |                    |                             |                               |
| <b>2.</b>             |                        |                    |                      |                          |                    |                             |                               |
| <b>3.</b>             |                        |                    |                      |                          |                    |                             |                               |
| <b>4.</b>             |                        |                    |                      |                          |                    |                             |                               |

## Annex K-7: Monthly Progress Report of CIF Grant

| Progress Report for the month of ..... Year..... |             |                |          |
|--------------------------------------------------|-------------|----------------|----------|
| Name of Community Institution                    | UC          | Tehsil         | District |
|                                                  |             |                |          |
| Bank Name                                        | Branch Name | Account Number |          |
|                                                  |             |                |          |

| Monthly CIF Report             |                                                                   |    |     |       |                  |              |
|--------------------------------|-------------------------------------------------------------------|----|-----|-------|------------------|--------------|
| Description                    | No. of Community Institutions<br>(Write number of applicable CIs) |    |     |       | No. of borrowers | Amount (PKR) |
|                                | CO                                                                | VO | LSO | Total |                  |              |
| Opening CIF balance            |                                                                   |    |     |       |                  |              |
| CIF disbursed during the month |                                                                   |    |     |       |                  |              |
| CIF repaid during the month    |                                                                   |    |     |       |                  |              |
| Closing loan balance           |                                                                   |    |     |       |                  |              |

| Monthly Processing Fee/Service Charges Collected from COs Report |                                                                   |    |     |       |                  |              |
|------------------------------------------------------------------|-------------------------------------------------------------------|----|-----|-------|------------------|--------------|
| Description                                                      | No. of Community Institutions<br>(Write number of applicable CIs) |    |     |       | No. of borrowers | Amount (PKR) |
|                                                                  | CO                                                                | VO | LSO | Total |                  |              |
| Opening balance                                                  |                                                                   |    |     |       |                  |              |
| Service Charges received during the month                        |                                                                   |    |     |       |                  |              |
| Closing balance                                                  |                                                                   |    |     |       |                  |              |

| Profit on CIF Bank Account                |                                                                   |    |     |       |                  |              |
|-------------------------------------------|-------------------------------------------------------------------|----|-----|-------|------------------|--------------|
| Description                               | No. of Community Institutions<br>(write number of applicable CIs) |    |     |       | No. of borrowers | Amount (PKR) |
|                                           | CO                                                                | VO | LSO | Total |                  |              |
| Opening balance                           |                                                                   |    |     |       |                  |              |
| Service Charges received during the month |                                                                   |    |     |       |                  |              |
| Closing balance                           |                                                                   |    |     |       |                  |              |

| Overall Progress                       |               |                                |
|----------------------------------------|---------------|--------------------------------|
| Indicators                             | Current Month | Cumulative as of current month |
| Loans disbursed to beneficiaries (PKR) |               |                                |
| Average loan size per HH (PKR)         |               |                                |
| Number of beneficiary Households       |               |                                |
| Number of repeated loans               |               |                                |
| Number of total loans                  |               |                                |

### CIF Recovery Status During the Month

| Detail of Due and Overdue Loans                     | Due Loans | Overdue Loans |
|-----------------------------------------------------|-----------|---------------|
| No of due loans in the start of the month           |           |               |
| No of loans became due during the month             |           |               |
| No of due loans received during the month           |           |               |
| Number of due loans at the end of the month         |           |               |
|                                                     |           |               |
| Amount of due loans in the start of the month (PKR) |           |               |
| Amount of loans became due during the month (PKR)   |           |               |
| Amount of due loans received during the month (PKR) |           |               |
| Balance of due loans at the end of the month (PKR)  |           |               |

CI Manager/Secretary:\_\_\_\_\_Community Book Keeper:\_\_\_\_\_

## Annex K-8: CIF Grants Beneficiary Tracking Sheet

| District Name | Tehsil Name | Union council Name | LSO Name |
|---------------|-------------|--------------------|----------|
|               |             |                    |          |

[illegible]

## Annex K-9 MIP/IGP Auto-Generated List of CIF Beneficiaries

This filled format is shown as an example.

| Tehsil                  |                 | Village   |                 |          |                    |                            |                                    |                                                |                           | District        |                     |
|-------------------------|-----------------|-----------|-----------------|----------|--------------------|----------------------------|------------------------------------|------------------------------------------------|---------------------------|-----------------|---------------------|
| Village                 | CNIC            | Name      | Available Skill | PSC-Band | Recourse available | Required Resource          | Is inhabitant of same UC? (Yes/No) | Is required sub-grant greater than 100,000 PKR | Women Headed HH (Yes/No ) | # of Dependents | UC/MC DPS- Priority |
| Sabakzai No.3           | 52459-6155452-8 | Rahmah    | business        | 0        | resources time     | free loan                  | Yes                                | 8                                              | No                        |                 | 8                   |
| Killi Nasar             | 51340-6117032-3 | Hayud     | 10hp engine     | 1        | human resources    | hens                       | Yes                                | 9                                              | No                        |                 | 11                  |
| Killi Bori Viala Gharbi | 51485-6216539-8 | Judi      | solar system    | 2        | land               | solar system for Irigation | Yes                                | 7                                              | No                        |                 | 3                   |
| Killi Gul Shah          | 52371-6320849-1 | Hajar     | driving         | 4        | human resources    | goet&sheep                 | Yes                                | 3                                              | No                        |                 | 22                  |
| Shamshan                | 52003-6422868-4 | Lubab     | agricultural    | 4        | land               | solar system for Irigation | Yes                                | 8                                              | No                        |                 | 25                  |
| Dilsora                 | 52145-6464004-9 | Musn      | sewing machine  | 10       | human/Tailoring    | sewing machine             | Yes                                | 2                                              | No                        |                 | 2                   |
| Zayaba                  | 52590-6368775-7 | Khayriyah | sewing machine  | 1        | human/Tailoring    | sewing machine             | Yes                                | 3                                              | No                        |                 | 9                   |
| Killi Daman Alizai      | 51828-6458605-1 | Farah     | live stock      | 13       | human resources    | live stock                 | Yes                                | 1                                              | No                        |                 | 1                   |

## Annex K-10 - CIF Scoring Criteria Details

| S.# | Indicator              | Weightage | Criteria | % Weightage |
|-----|------------------------|-----------|----------|-------------|
| 1   | PSC Range              | 20%       | 0        | 20          |
|     |                        |           | 12       | 15          |
|     |                        |           | 19       | 10          |
|     |                        |           | 23       | 5           |
| 2   | UC/MC DPS Priority     | 25%       | 1        | 25          |
|     |                        |           | 2        | 24          |
|     |                        |           | 3        | 23          |
|     |                        |           | 4        | 22          |
|     |                        |           | 5        | 21          |
|     |                        |           | 6        | 20          |
|     |                        |           | 7        | 19          |
|     |                        |           | 8        | 18          |
|     |                        |           | 9        | 17          |
|     |                        |           | 10       | 16          |
|     |                        |           | 11       | 15          |
|     |                        |           | 12       | 14          |
|     |                        |           | 13       | 13          |
|     |                        |           | 14       | 12          |
|     |                        |           | 15       | 11          |
|     |                        |           | 16       | 10          |
|     |                        |           | 17       | 9           |
|     |                        |           | 18       | 8           |
|     |                        |           | 19       | 7           |
|     |                        |           | 20       | 6           |
|     |                        |           | 21       | 5           |
|     |                        |           | 22       | 4           |
|     |                        |           | 23       | 3           |
|     |                        |           | 24       | 2           |
|     |                        |           | 25       | 1           |
|     |                        |           | 26       | 0           |
| 3   | Work Experience        | 10%       | 0        | 0           |
|     |                        |           | 1        | 1           |
|     |                        |           | 2        | 2           |
|     |                        |           | 3        | 3           |
|     |                        |           | 4        | 4           |
|     |                        |           | 6        | 5           |
|     |                        |           | 8        | 6           |
|     |                        |           | 10       | 7           |
|     |                        |           | 12       | 8           |
|     |                        |           | 14       | 9           |
|     |                        |           | 16       | 10          |
| 4   | Women Headed Household | 15%       | Yes      | 15          |
|     |                        |           | No       | 10          |
| 5   | Number of Dependents   | 15%       | 0        | 0           |
|     |                        |           | 5        | 3           |
|     |                        |           | 10       | 6           |
|     |                        |           | 15       | 9           |
|     |                        |           | 20       | 12          |
|     |                        |           | 25       | 15          |
| 6   | Inclusiveness          | 15%       | Male     | 10          |
|     |                        |           | Female   | 15          |
|     |                        |           | PWD      | 15          |
|     |                        |           | Minority | 15          |

## **Annex K-11: List of Additional Forms for Community Investment Fund (CIF)**

H1. CIF Loan Application Form

H2. Income Generating Plan (IGP) at Household Level

H3. Affidavit

H4. Guarantee Resolution from the Village Organisation (VO)

H5. ToR of CIF Loan Committee

H6. Recommendation of CIF Loan Committee

H7. Community Investment Fund, Disbursement and Recovery Register

## **Annex M: Micro Health Insurance (MHI)**

### **Annex M-1: Proposed Insurance Package**

The following package is proposed based on past experience, subject to change after negotiation and signing of contract with the selected insurance company:

- (1) Floating cover of up to PKR.100,000 per family per year for medical treatment which includes hospitalization including pregnancy, diagnostic, lab tests & day-care treatment.
- (2) Family includes CO member, her spouse, all children up to 18 years of age along with unmarried females and dependent parents. In case of an unmarried CO member, the policy will cover unmarried brothers and sisters up to 18 years of age and the dependents' parents.
- (3) Cover of PKR. 50,000 in case of personal accident (disability & accidental death) and natural death of bread earner of the family.
- (4) Permanent Disability
  - i. Permanent total loss of both eyes or two limbs, 100% coverage
  - ii. Permanent total loss of one eye and one limb, 75% coverage
  - iii. Permanent total loss of one eye or one limb, 50% coverage
  - iv. Permanent total loss of one figure or a thumb or toe, 10% coverage
- (5) Transportation cost up to maximum of RS. 5,000 per family per year

Exclusions (Policy benefits not included)

- a. Death/injury due to enmity, suicide
- b. Injuries as a result of an illegal act
- c. Injury or treatment resulting from war, riots, invasion, act of foreign enemies, hostilities, or warlike operations (whether war to be declared or not). Civil war, mutiny, civil commotion assuming the proportions of or amounting to a popular uprising, military uprising, insurrection, rebellion, military or usurped power or any act of any person acting on or on behalf of or in connection with any organisation actively directed towards the overthrow or to the influencing of any government or ruling body by force terrorism or violence.
- d. Ionising radiation or contamination by radioactivity from any nuclear fuel or nuclear waste, from the process of nuclear fission or from any nuclear weapons material
- e. Force Majeure, natural disasters, strikes, lock outs or other industrial disturbances, acts of the public enemy, wars, blockades, insurrection, riots, epidemics, landslides, earthquakes, storms, lightening, floods, washouts, civil disturbances, explosions, unwillingness of the community and any other similar events, not within the control of the either party and which by the exercise of due diligence neither party is able to overcome.
- f. Treatment or investigation of fertility, infertility, sterilisation or contraception and any complication relating thereto or hormone treatment and investigations
- g. Any increase in the expense incurred for treatment on account of the insured person being admitted to a more expensive room than allowed by this daily room and board limit.
- h. Cost of medicines for cosmetic treatment and /or treatment of falling hair or hair



implant cosmetic/plastic surgery.

- i. Dental examinations, X-rays, extraction, filing, general dental care/treatment and orthodontic treatment or oral surgery.
- j. Routine medical examination or check-ups including charges arising out of any hospital confinement or admission primarily for diagnostic purpose, routine eye or ear examination, vaccinations, medical certifications, examination for employment or travel, spectacles, contact lenses, hearing aids and any treatment that is not considered medically necessary.
- k. Personal comfort items such as charges for telephones, meals for other than the patient or other item not medically necessary
- l. Any outpatient treatment other than day care treatment
- m. Air ambulance or evacuation or repatriation expenses

NOTE: The following forms and formats will be developed after finalizing agreement with the insurance company

- i. Client Insurance Contract Form
- ii. Insurance Slip/Health Card
- iii. Claim form and list of required documents
- iv. Acknowledgement Receipt
- v. Death Claim form and list of required documents
- vi. Insurance Client Tracking Form

# 1. CIF Loan Approval Form

|                                        |           |                   |            |         |                                                        |           |                                            |             |        |           |
|----------------------------------------|-----------|-------------------|------------|---------|--------------------------------------------------------|-----------|--------------------------------------------|-------------|--------|-----------|
| Date:                                  |           | VO/LSO Name:      |            |         |                                                        | UC Name:  |                                            |             |        |           |
| Tehsil:                                |           | District:         |            |         |                                                        |           |                                            |             |        |           |
| CIF MIS No                             |           | Loan Cycle No     |            |         | CO Name                                                |           |                                            |             |        |           |
| Name of Borrower                       |           |                   |            |         | Father/Spouse                                          |           |                                            |             |        |           |
| Age                                    |           | Sex (Male/Female) |            |         | Marital status                                         |           |                                            |             |        |           |
| CNIC No                                |           |                   |            |         |                                                        |           |                                            |             |        |           |
| Permanent Address                      |           |                   |            |         |                                                        |           |                                            |             |        |           |
| Loan amount (PKR)                      |           | Service Charge    |            |         | Total amount due (Loan + S. Charge)                    |           | Purpose of Loan (L. Stock/Agri/Enterprise) |             |        |           |
| New/ Existing Enterprise               |           | Mode of repayment |            |         | Total installment                                      |           | Installment amount                         |             |        |           |
| Who will do the work                   | Self      |                   | Spouse     |         | Son                                                    |           | Daughter                                   |             | Sister |           |
| Loan approved via cheque/ Account/CNIC | Cheque    |                   | Account No |         | CNIC No                                                |           |                                            | Loan period |        | PSC Score |
| Cheque No/Account No                   |           |                   |            |         |                                                        |           |                                            |             |        |           |
| Date of Loan approval                  |           | Mode of repayment |            | Monthly |                                                        | Quarterly | Six monthly                                |             | Yearly |           |
| Date of loan payment                   |           |                   |            |         |                                                        |           |                                            |             |        |           |
| Approved by                            |           |                   |            |         | Check list                                             |           |                                            |             |        |           |
| Designation                            | Signature |                   | Date       |         | CIF Loan Approval Form                                 |           |                                            |             |        |           |
| CIF Monitor/Book Keeper                |           |                   |            |         | CO/VO Resolution                                       |           |                                            |             |        |           |
|                                        |           |                   |            |         | CNIC copy of Loanee/Spouse/Father/Witnesses/Guarantors |           |                                            |             |        |           |
| Chairperson CIF Committee/President    |           |                   |            |         | CIF loan application                                   |           |                                            |             |        |           |
|                                        |           |                   |            |         | CIF Appraisal form                                     |           |                                            |             |        |           |
| Secretary CIF Loan Committee           |           |                   |            |         | MIP/IGP                                                |           |                                            |             |        |           |
| LSO President                          |           |                   |            |         | Guarantee from CO                                      |           |                                            |             |        |           |
| LSO G. Secretary                       |           |                   |            |         | Recommendations from CIF Committee                     |           |                                            |             |        |           |

## 2: CIF Loan Application Form

Serial No..... Date.....

Muhallah Name..... Village Name..... UC .....

Name.....

LSO Name..... I am a member of  
CO/VO.....

My personal profiles are as under:

Name..... Father/Spouse Name..... Age.....

Sex..... CNIC No.....

Married/Unmarried..... Education..... HH PSC .....

Residential address .....

Permanent address.....

Type of Income generating activity: ☐ Existing ☐ New ☐

Purpose of Loan: Agriculture ☐ Livestock ☐ Enterprise ☐ Other ☐

|                         |      |  |        |  |     |  |          |  |        |  |         |  |        |  |
|-------------------------|------|--|--------|--|-----|--|----------|--|--------|--|---------|--|--------|--|
| Who will do<br>the work | Self |  | Spouse |  | Son |  | Daughter |  | Sister |  | Brother |  | Father |  |
|-------------------------|------|--|--------|--|-----|--|----------|--|--------|--|---------|--|--------|--|

I need PKR.....loan for starting/ expanding an income generating activity. The loan amount expected to increase my monthly income by PKR.....

Address of the Income Generating

Activity.....

I swear that I will use the loan amount received only in my business and undertake that I will repay the loan in accordance with the stipulated norms and on time. I will be obliged to refund the loan amount plus an additional amount in case of non-utilisation under the stipulated programme.

Signature/thump impression of loan applicant.....

### 3: Income Generating Plan (IGP) at Household Level

IGP No..... Date of Plan.....

For the Income Generating Activity..... Name of Entrepreneur.....

|                      |      |  |        |  |     |  |          |  |        |  |         |  |        |  |
|----------------------|------|--|--------|--|-----|--|----------|--|--------|--|---------|--|--------|--|
| Who will do the work | Self |  | Spouse |  | Son |  | Daughter |  | Sister |  | Brother |  | Father |  |
|----------------------|------|--|--------|--|-----|--|----------|--|--------|--|---------|--|--------|--|

Name..... Father/Spouse Name.....

|         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| CNIC No |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|---------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|

Age..... Sex..... Education.....

Total HH members.....Men..... Women..... Total people in the age brackets 18 to 45 .....

CO Name..... VO Name..... LSO Name.....

#### Details of current HH level income and expenditures

##### HH Sources of income:

1..... 2..... 3.....

Average monthly income (PKR).....

Average monthly expenditures (PKR).....

Average yearly income (PKR).....

Average yearly expenditures (PKR).....

##### Existing Resources:

Assets/Capital..... Skills/ Work experience.....

##### Required Resources:

1- Capital/Loan..... 2. Training/Skill.....

#### Investment Plan of CIF Loan at HH Level

| S. No | Descriptions | Quantity/No | Unit cot | Total Cost | Profit |
|-------|--------------|-------------|----------|------------|--------|
| 1     |              |             |          |            |        |
| 2     |              |             |          |            |        |
| 3     |              |             |          |            |        |
| 4     |              |             |          |            |        |
| 5     |              |             |          |            |        |
| 6     |              |             |          |            |        |
| Total |              |             |          |            |        |

Expected monthly income from this economic activity..... Total Income before Loan.....

Total expected income..... Total expected expenses.....

## Affidavit

I ..... declare that for the better future of this country and my children, I will commit myself to the following actions in order to play my part in promoting a healthy society:

1. I will admit all my school-aged children in school.
2. I will take care of the health and cleanliness of mother and child.
3. I will ensure timely vaccination and polio vaccination for our children.
4. I will keep my house and village clean and will not do anything that harms the environment.

I will ensure all the above measures are necessary for access to assets, training, and credit under the CLLG CIF Programme.

Name of family head.....

Verified by CIF Officer/CBK.....

Signature.....

Signature.....

## 4. Guarantee Resolution from the Village Organisation (VO)

The Village Organisation.....guarantees about the loan amount approved in favour of Mr./ Mrs. ....Son/Wife of .....CO.....that the borrower will use the loan properly. In case of any problem or delay in repayment of the loan, we guarantee the repayment of the due amount including the principal amount PKR..... plus the service charge amount PKR..... Total amount PKR..... We know the borrower and his/her family well, and guarantee that the borrower is not addicted to drugs, has no criminal record and is not involved in any immoral crime.

| Guarantor 1                |  | Guarantor 2                |  |
|----------------------------|--|----------------------------|--|
| Name                       |  | Name                       |  |
| Father/Wife                |  | Father/Wife                |  |
| Designation in VO          |  | Designation in VO          |  |
| CNIC No                    |  | CNIC No                    |  |
| Date                       |  | Date                       |  |
| Signature/thumb impression |  | Signature/thumb impression |  |

Name of VO

President.....Signature.....Date.....

Name of LSO

President.....Signature.....Date.....

Name of LSO General

Secretary.....Signature.....Date.....

Name of Chairperson CIF

Committee.....Signature.....Date.....

Name of Secretary CIF

Committee.....Signature.....Date.....

Signature of Community Book Keeper/ CRP..... Date.....

## **5. ToR of CIF Loan Committee**

The LSO that receives CIF grant will form a CIF Loan Committee. The key objectives of the CIF Loan Committee will be:

1. Oversee CIF operations at the LSO level
2. Provision of loans to poor eligible households as per the defined CIF policy, and
3. Ensure timely recovery of CIF Loans

The members of CIF Loan Committee will be selected/elected by the LSO General Body members from among themselves. The LSO will select/elect a 3 or 5 member CIF Loan Committee in its General Body meeting. The eligibility criteria for the CIF Loan Committee members are:

1. Be member of the LSO
2. Preference will be given to literate members
3. In Mix LSOs, women will also become member

Following will be the roles and responsibilities of the CIF Loan Committee:

1. To review and scrutinise all loan applications submitted by COs/VOs and appraisal forms prepared by CBK
2. Scrutinise MIPs/IGPs of the CIF borrowers
3. Approval of CIF loans after proper checking of the loan documents
4. Advise the LSO President and Secretary to pay loan amounts to the borrowers via cheques
5. Distribute CIF loan cheques among borrowers in VO meeting
6. Help CBK in record keeping of CIF and safe keeping of LSO documents and records
7. Ensure timely repayment of CIF installments via official Receipt Book of LSO
8. Oversee the CIF Loan operations and resolve challenges
9. Ensure steady increase in the CIF amount via service charge from borrowers and donations from CO/VO members and donors.

## 6. Recommendation of CIF Loan Committee

The CIF Committee has verified the below information about the CIF loan applicant:

| S. No | Selection Criteria                                                             | Yes | No |
|-------|--------------------------------------------------------------------------------|-----|----|
| 1     | Is the loan applicant member of a CO?                                          |     |    |
| 2     | Is the PSC number of the beneficiary HH within 0 – 23?                         |     |    |
| 3     | Has the HH level MIP/IGP properly developed and signed?                        |     |    |
| 4     | Has the CIF appraisal properly done and signed?                                |     |    |
| 5     | Does the beneficiary HH has the required human skills to implement the MIP/IGP |     |    |
| 6     | Is the VO resolution to guarantee timely repayment of CIF loan attached        |     |    |
| 7     | Approved                                                                       |     |    |

In the light of the above information, the CIF Loan Committee unanimously approves a loan of PKR..... in favour of Mr./Mrs. ....  
Son/Wife of ..... from the Community Investment Fund to finance the proposed income generating activity and advise the LSO to prepare a cheque in this respect.

The loan applicant will repay a total amount of PKR..... including principle amount PKR..... and service charge amount PKR..... to LSO.....

| S. No | Name | Designation in CIF Committee | Date | Signature |
|-------|------|------------------------------|------|-----------|
| 1     |      | Chairperson/President        |      |           |
| 2     |      | Secretary                    |      |           |
| 3     |      | Member                       |      |           |
| 4     |      | Member                       |      |           |
| 5     |      | Member                       |      |           |

Signature President LSO ..... Date.....

Signature General Secretary LSO ..... Date.....

Signature of Community Book Keeper/ CRP..... Date.....



# Community Investment Fund

## Disbursement and Recovery Register

Name of LSO.....

Field Unit.....

Union Council.....

Tehsil.....

District.....

Note: The format for CIF Disbursement Register has been given in a separate file

## 2. Community Investment Fund Monthly Recovery Details

| S. No | Receipt No | MIS Code/Load ID No | Name | Date of Receipt | Amount Received | Signature of Recipient |
|-------|------------|---------------------|------|-----------------|-----------------|------------------------|
| 1     |            |                     |      |                 |                 |                        |
| 2     |            |                     |      |                 |                 |                        |
| 3     |            |                     |      |                 |                 |                        |
| 4     |            |                     |      |                 |                 |                        |
| 5     |            |                     |      |                 |                 |                        |
| 6     |            |                     |      |                 |                 |                        |
| 7     |            |                     |      |                 |                 |                        |
| 8     |            |                     |      |                 |                 |                        |
| 9     |            |                     |      |                 |                 |                        |
| 10    |            |                     |      |                 |                 |                        |
| 11    |            |                     |      |                 |                 |                        |
| 12    |            |                     |      |                 |                 |                        |
| 13    |            |                     |      |                 |                 |                        |
|       |            |                     |      |                 |                 |                        |

No of Borrowers repaid loan.....

Total amount received PKR.....

Signature of Community Book Keeper.....

Signature Senior CIF Officer.....



# Chapter 9

## Meal Framework



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## **Chapter-9. GOB CLLG Monitoring, Evaluation, Accountability, Learning (MEAL) Framework**

The Community Led Local Governance (CLLG) Policy aims to empower local communities in Balochistan by promoting participatory governance by improving local service delivery. If Community Driven Development (CDD) institutionalisation is supported by an effective monitoring framework, socioeconomic conditions and the provision of social services significantly improve. Evaluation of the successful outcome of CDD interventions is critical. A participative strategy, CDD offers communities the power to hold the government responsible eventually. The intent of documenting these efforts is to communicate both positive and bad learning so that future plans can consider these lessons.

To ensure the success of GOB CLLG policy, it is crucial to have effective monitoring, evaluation, accountability, and learning mechanisms in place. MEAL function will be integrated in the Policy Implementation Unit (PIU) as well as District Implementation Unit (DIU). PIU will layout the MEAL protocols and reporting system integrated into the overall M&E system of the LGRDD.

This chapter outlines the framework for monitoring, evaluation, accountability, and learning that will be used to ensure that the CLLG Policy is implemented efficiently and effectively.

### **9.1 Monitoring**

Monitoring is a continuous activity that aids in tracking progress and making sure that the CLLG Policy is being implemented as designed. The basic objective of monitoring is to assess if activities are matching the plans. Stakeholders will be able to make informed decisions, change implementation tactics as necessary, and make sure resources are being used efficiently with the help of this information.

GOB CLLG has a multi-level multi stakeholder monitoring system where interventions are monitored by internal and external entities. First, a joint Monitoring Committee comprised of Chairman and a Women Councillor and President of the Local Support Organisation will take stock of the physical and financial progress and provide positive feedback to the CI for continuous improvement. They shall monitor scheme identification and prioritization during UC/MC DPS, CLLG interventions and optimal utilisation of CLLG and other funding, after CPI, IGG, and CIF interventions, ensure that the O&M/sustainability plan is executed, eligible individuals get income-generating grants, and recoveries are made on time. Secretary UC shall report observations to ADLG, who will take corrective measures and send larger matters to JDDC for necessary action.

Similarly, the Social Mobilisation, Engineering, and Livelihood and Economic activities related officers from the GOB CLLG field/NPO IP teams as well as from the District Implementation Unit (DIU) shall closely monitor each project and ensure compliance to the CLLG Policy procedures and that the activities are completed within the stipulated timeline. The District Coordinator CLLG Programme, ADLG, Deputy Commissioner, technical officers of line department

will also randomly monitor the CI projects. The Divisional Commissioner, Divisional Director, the independent monitoring unit of the Planning and Development Department (P&DD) will also pay monitoring visits to different community projects.

Similarly, the officials from the Policy Implementation Unit (PIU), LGRDD will also visit the field projects from time to time. Monitoring will be carried out using a range of methods, including field visits, progress reports, web based CLLG Management Information System (MIS), surveys, interviews, and focus group discussions. Monitoring data will be analysed and reported to relevant stakeholders, including government officials, community leaders, and development partners. Data will be gathered to monitor progress in relation to key indicators, spot emerging problems, and pinpoint areas for improvement.

## **9.2 Evaluation**

Evaluation is another key element of the MEAL framework that aims to measure the positive changes because of the policy and pinpoint best practices that can be reproduced.

If resources and time allows the Poverty Score Card (PSC) which is the base of the entire CLLG Programme holistic intervention package will be revised including its poverty slabs, indicators, and methodology. A based line will be established to measure the change later. Annual internal performance assessment will be one key feature of the GOB CLLG Programme. Development Partners/ Donors engaged may have their own evaluation mechanisms, which shall be followed. Evaluations will be conducted at various stages, including mid-term and end-term evaluations. These evaluations will be conducted using both qualitative and quantitative methods to provide a comprehensive understanding of the policy's impact.

Besides internal monitoring, an independent third-party monitoring and evaluation firm will also be an important element for continuous performance monitoring and evaluation. This may be a government entity engaged by PCRC or a firm from category A list of the state bank of Pakistan hired under Balochistan Public Procurement Rules. The firm shall undertake monitoring, evaluation, as well as a continuous performance audit of the CLLG Programme interventions and provide independent feedback to PCRC. PCRC will advise remedial actions on valid feedback. PIU shall record observation of the TPV and ensure remedial actions. The CLLG Log Frame and CLLG MEAL Framework will establish the base for the TORs of the TPV firm. Evaluation findings will be used to inform policy adjustments, improve implementation strategies, and identify areas where additional support may be needed. The evaluation process will involve engagement with a range of stakeholders, including government officials, community leaders, and development partners.

## **9.3 Accountability**

'Transparency and Accountability' is one of the core principles of the GOB CLLG Policy. Keeping in view the significance of this aspect, the Government of Balochistan will make sure that all stakeholders are held accountable for their actions and decisions. To hold the local governments accountable to the communities they serve, accountability systems will be internalized. Regular



interfaces between communities and local governments, community scorecard, and other participatory approaches will be adopted for enhanced responsibility.

Accountability will be further strengthened through maximum transparency. An easy-accessible online centralized dashboard backed up by a Management Information System (MIS), will be accessible to all relevant officials and stakeholders with certain rights. Through CLLG web-based MIS maximum transparency will leads to strong accountability for example, a beneficiary community can access information about funds released to the project in their village, which they can compare with the physical progress on ground and submit complaint if any.

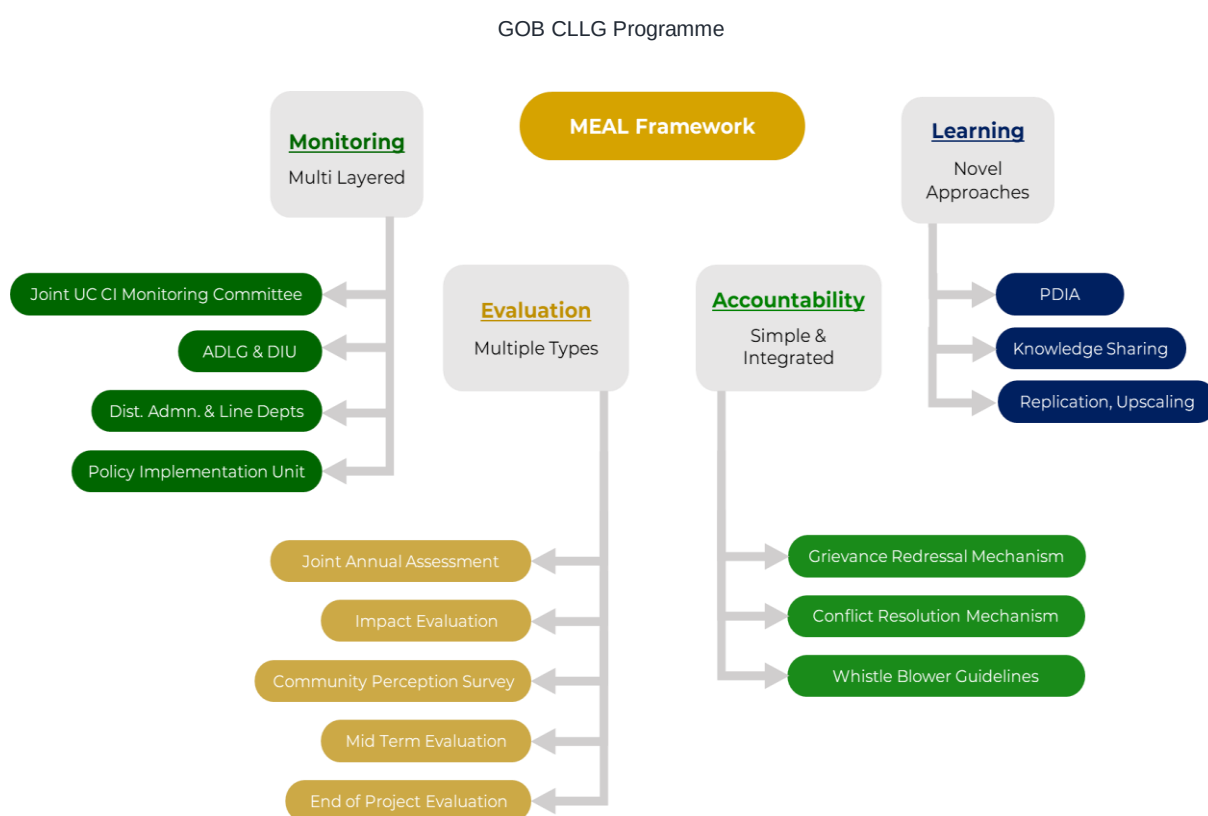


Figure 7. GOB CLLG Programme MEAL Framework

The Government of Balochistan will also establish a simple and integrated system for reporting and addressing complaints and grievances related to the CLLG Policy implementation process. This system will ensure that citizens have a voice in the policy implementation process and that their concerns are addressed in a timely and effective manner. Similarly, a localized and easily accessible Conflict Resolution Mechanism will also be devised to resolve any issues that arise during the implementation. For improved accountability, a whistle blower mechanism will be developed whereby any stakeholder may disclose information to public and higher ups through internal and external channels for appropriate remedial action. Guidelines for whistle blower guidelines will ensure maximum confidentiality and facilitation to the whistle blower who identify any wrongdoing whether it is in the shape of corruption or fraud. All these accountability tools will be simple, user friendly, applicable, and well-integrated.



## 9.4 Learning

Learning is a continuous process that involves identifying best practices and lessons learned to improve policy implementation. The Government of Balochistan is dedicated to encouraging a culture of learning throughout the execution of the CLLG Policy. To share best practices and lessons learned, regular learning events and seminars will be held. The evaluation results will also be utilised to pinpoint problem areas and incorporate lessons gained into the policy framework.

Additionally, the Policy Implementation Unit (PIU) will set up a knowledge management system to record and disseminate knowledge created throughout the execution of the CLLG Policy. This approach will make sure that stakeholders are informed of best practices and lessons learned and that the process for implementing policies keeps becoming better over time.

A Problem Driven Iterative Adaptation (PDIA) strategy will be used to guarantee the provision of sustained and systematic learning to enhance capacities. PDIA is a learning-by-doing methodology that assists organisations in building their capacity to address difficult issues as they arise. PDIA engages authorizers, mobilises local talent, stimulates wider discourse, and contextualises policy. The PDIA's iterative experimentation, structured learning, and adaptation enable local people to act, support the emergence of local solutions, and develop new skills for problem-solving.<sup>10</sup>

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<sup>10</sup> Harvard University, Building State Capability, <https://bsc.cid.harvard.edu/about>

# Chapter 10

## Cross Cutting Themes



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## Chapter-10. Cross Cutting Themes

### 10.1 Inclusiveness and Gender Mainstreaming

Inclusiveness is one of the core principles of the Community Led Local Governance (CLLG) Policy which is also integrated as cross cutting theme in every Programme component. To ensure that all disadvantaged segments of the society are included in the interventions under the GOB CLLG Programme, special attention has been given to ensure all-inclusive Policy.

To prioritize projects by the CLLG MIS based automatic scoring and screening criteria, extra weightage has been given to projects which benefit the underprivileged segment of the society for example the projects identified by women and girls, as well as marginalized groups such as minorities, persons with disability (PWD) and transgender. Under CLLG-MIS automated scoring and ranking special preference shall be given to;

- Projects benefitting women, girls, and transgender.
- Minorities prioritized needs received from minority's populated area (Village/UC);
- Construction of worship places for minorities
- Specific interventions benefitting Persons with Disabilities (PWDs)

Under the Community Physical Infrastructure (CPI) component, 15% weightage, while under the TVET, IGG, and CIF components 20% weightage is assigned to 'inclusiveness'. On top of it, 15% more weightages have been assigned to families which are headed by women.

Efforts will be made to spend at least 50% of funds on women-specific projects. Furthermore, five percent (5%) of the developmental budget shall be earmarked to further ensure inclusivity (projects for minorities, persons with disability, the elderly, transgender and other similar underprivileged segments of society). To mainstream women into the GOB CLLG Policy and Programmes thereunder, the following key factors are to be considered.

- **Gender Analysis:** Conduct gender-sensitive assessments to gain insight into the distinct needs, roles, and challenges faced by women and men within target communities.
- **Inclusivity:** Ensure active participation of women in Community Institutions (CIs) and pivotal decision-making processes.
- **Gender-Responsive Projects:** Design and execute projects that specifically address gender disparities and actively promote the economic empowerment of women.
- **Capacity Building:** Provide tailored training and capacity-building programs aimed at advancing gender equality and nurturing women's leadership.

### 10.2 Climatic Change Prevention and Mitigation

Pakistan is among those few countries which are more vulnerable to the untoward impacts of the climatic changes. The country generally, and its Balochistan province particularly faced several major catastrophes in recent past.

The recent floods in Balochistan have wrecked the lives of the poor communities who were already living in dilapidated conditions. Keeping in view the significance, climate change prevention and mitigation has been placed as cross cutting theme. Needs and projects identified by communities which are to conserve environment, prevent and mitigate climate change are being given special consideration. 10% score has been assigned to climate change related projects identified by communities. Furthermore, in case of natural catastrophe, the PCRC may decide to allocate funds for community infrastructure in the disaster affected Programme districts over and above the district resource distribution formula e.g., additional/reallocated funds for a district affected by flood over and above its regular budget to construct low-cost houses.

### 10.3 Disaster Risk Reduction (DRR):

**Rationale:** Disaster Risk Reduction (DRR) is a fundamental pillar of the CLLG Policy, strategically addressing the vulnerability of communities in Balochistan to a range of natural and man-made disasters, including earthquakes, floods, and droughts. The primary goal of DRR within this context is to systematically reduce vulnerabilities, enhance preparedness, and minimize the adverse impacts of disasters on communities.

#### Key Considerations:

- **Risk Assessment:** Undertake comprehensive risk assessments within target areas to gain a precise understanding of localized vulnerabilities and hazards.
- **Community Preparedness:** Strengthen community capacities to respond effectively to disasters through measures such as early warning systems and evacuation plans.
- **Infrastructure Resilience:** Prioritize the resilience of community infrastructure projects, employing strategies like earthquake-resistant construction techniques.
- **Coordination:** Foster close collaboration with relevant government bodies, non-governmental organisations (NGOs), and local authorities to establish a cohesive disaster response strategy.

### 10.3 Communication and Visibility

**Rationale:** Effective communication and visibility strategies are pivotal to the triumphant execution of CLLG Policy initiatives. Transparent and easily accessible communication ensures that stakeholders remain well-informed, engaged, and cognizant of policy objectives and ongoing activities. A comprehensive 'Communication and Visibility Strategy' will be developed with the following key consideration:

#### Key Considerations:

- **Stakeholder Engagement:** Establish well-defined communication channels to actively engage with communities, local authorities, and other stakeholders.



- **Information Dissemination:** Formulate and implement strategies for disseminating pertinent information regarding policy objectives, ongoing activities, and progress.
- **Transparency:** Enforce transparency in resource allocation, project selection, and decision-making processes to maintain trust and accountability.
- **Visibility:** Brand the CLLG projects and activities as GOB efforts and promote their tangible impacts to foster trust and accountability within communities.

## 10.4 Capacity Building:

**Rationale:** Capacity building stands as an indispensable pillar, empowering communities, and local institutions to effectively execute CLLG initiatives. The fortification of Community Institutions (CIs) and other stakeholders significantly bolsters their capacity to efficiently manage resources, make informed decisions, and foster sustainable development. Because the Community Driven Development (CDD) is comparatively a novel approach for public sector, capacity building at every stage both through formal trainings and informal on job technical assistance will be a regular feature. Balochistan Rural Development Academy (BRDA) is expected to play a linchpin role in the capacity building and institutional development to enable stakeholder effectively to implement the GOB CLLG Policy.

### Key Considerations:

- **Training Programs:** Develop and execute training programs meticulously tailored to the specific needs of CIs, local government officials, and community members.
- **Institutional Strengthening:** Provide substantial support to fortify the development of robust and efficient CIs, defining their roles and responsibilities clearly.
- **Technical Assistance:** Offer technical support and expertise to enhance the skills and knowledge base of stakeholders.
- **Monitoring and Evaluation:** Cultivate a culture of robust monitoring and evaluation, empowering stakeholders with the ability to gauge the impact of CLLG interventions and make data-driven decisions.

These cross-cutting themes are intrinsic to the triumphant realization of the CLLG Policy, ensuring inclusivity, resilience, transparency, and lasting impact. When seamlessly integrated into policy and program implementation, these themes act as catalysts for sustainable development and enhanced governance throughout Balochistan.





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