

**BALUCHISTAN RURAL DEVELOPMENT AND  
COMMUNITY EMPOWERMENT (BRACE)  
PROGRAMME**

**TECHNICAL ASSISTANCE (TA)  
COMPONENT**

**ANNUAL KEY PERFORMANCE INDICATORS  
(KPI) REPORT  
2019 - 2020**

**1. Introduction**

The Technical Assistance (TA) **Component 1** of the European Union (EU)-funded BRACE Programme (2017-2022), is implemented by DAI Human Dynamics, who are mandated to establish an innovative Government of Balochistan (GoB) Community-Driven (CD) Local Government and Rural Development (LG&RD) Policy and Fiscal Framework. The CD-LG&RD Policy and Fiscal Framework is to enable establishment and sustainable operations of empowered Community Institutions created through the BRACE Component 2, in which RSPs facilitate Citizens to get institutionally organized, and become equal partners to the GoB in a Community-Driven Local Government Development Dialogue. BRACE **Component 3** aims at establishing a Public Financial Management (PFM) Framework, and which is to regulate the devolved resources in support of a CD-LG&RD Policy and Fiscal Framework.

Against this background, the TA Component Key Performance Indicators Report summarizes the main highlights of the Component 1 TA's results and achievements against the TA's 5 Result Areas, under the reporting period.

**2. Progress by Result Areas**

1) **Result Area 1:** A dedicated policy framework, PFM reform strategy and action policy to deliver economic, environmental and social outcomes in a process involving the local authorities and communities, and

*its institutional arrangements for community-led development and participation in local governance processes for effective service delivery in partnership with local authorities is developed.*

Under this Result Area, BRACE TA supported the Government of Balochistan (GoB) to make a start with developing a Community-Driven (CD) Local Government and Rural Development (LG&RD) Policy and Fiscal Framework. Building on the previous progress and achievements, the TA continued with the launch and development of strategic institutional and policy reforms, through the following activities:

- The TA continued to engage with the GoB on a strategic policy level, by actively engaging with our key counterpart Government Departments, the LG&RDD, the P&DD, the Women Development Department on a Gender Mainstreaming Strategy and with the Social Welfare Department (SWD) on institutionalization and registration of LSOs.
- Following ToR Notification, the Strategy and Policy Dialogue Committee (SPDC) for CD-LG&RD, chaired by the ACS (Dev), met on 1<sup>st</sup> March, 2018, and due to delays in TA deployment in 2018/19, it took over a year for the 2<sup>nd</sup> SPDC meeting to be convened in October 2019. The 3<sup>rd</sup> SPDC meeting was held in February 2020 and the ToR and formation of the Sector Coordination Committee (SCC) on Community-Driven Local Government and Rural development (CD-LG&RD) and its 4 Working Groups were tabled.



- Notable achievement were The ToR of the Sector Coordination Committee on Community Driven Local Government and Rural Development, which were notified by the Planning and Development Department (P&DD) on 12th February, 2020. The ToR of the SCC CD-LG&RD four Working Groups (WG) were also notified; i.e. WG (1) Legal/Institutional Framework; WG (2) Public Finance and Public Financial Management; WG (3) Institutionalization Community Institutions (CIs); and WG (4) Capacity Building of Local Government Sector. The SCC and its four Working groups have been fully configured in terms of officials and stakeholders, but could not meet as the COVID-19 Pandemic led to a lock-down in March 2020.
- With the SCC and its 4 WGs the GoB has made the first crucial steps to identify the GoB Counterparts who are to design and then implement an innovative CD LG&RD Sector Policy and Programme, and start with the regulations that are to guide Provincial and District level Planning and Implementation modalities of GoB CD Development Programmes, including devolved Local Government Budgets.
- The TA presented the Strategic Development Partners Forum (SDPF) Concept Note, incorporating the GoB Planning and Development Department (PD&D) suggestions, which were sent to the Chief of Foreign Aid for review. The SDPF is an envisaged high-level consultative platform that aims to guide collaboration between the GoB and the Development Partners (DP), ultimately seeking DP (Sector) Budget Support for GoB Sector Plans. The GoB Sector Plans in combination with robust GoB PFM systems, are to be presented to the Donors' through the SDPF, to mobilize DP Sector Budget Support or other funding.
- To enhance the understanding with the GoB, the TA organized Exposure Visits to

Khyber Pakhtunkhwa (KP) (December 2019) and Sindh (March 2020) for a high-level group of Officials and MPAs. Drawing on the KP and Sindh findings and lessons learned, this group of GoB stakeholders, including RSP representatives, are now in a good position to lead the policy dialogue on a Balochistan home-grown design for a Community Driven LG&RD



*Exposure visit to Khyber Pakhtunkhwa and meeting with the full team of Government Officials (November 2019).*

Policy and Programme.

- To further inform the strategic policy dialogue, the TA developed Action Memos to be presented – as soon as the Government lock down is lifted - in the policy dialogue discussions in the SPDC, the SCC, and in its 4 Working Groups on: a) Balochistan Local Government Act 2010 Reforms that aim to make the legal framework more responsive to community participation and Community-Driven Local Government; b) actions to be taken to ensure LSO Institutionalization,; and Registration with a full-cost waiver or reduction, and the activation of LSO Bank Accounts; c) identification of the GoB Institutional set-up and Counterpart Configuration to take the lead in the design of a GoB CD LG&RD Policy and Fiscal Framework and Programme, especially drawing on lessons learned from the KP and Sindh exposure visits; d) streamlining the Joint District Development Committee (JDDC) ToR and Composition in particular their role under

a GoB CD LG&RD System; and e) practical proposals and options on Co-investment/Co-funding of CPIs from LG funds, in Kech and Washuk districts, to demonstrate how the GoB LG systems and the bottom up Community Institutions are already working hand-in-hand, and how this can be streamlined under a CD LG Policy.

The key findings and recommendations of the Action Memos will be shared with the relevant line departments and presented at the SPDC and the SCC and its 4 Working groups for review and adoption.

2) **Result Area 2:** *Local governments/ authorities have improved capacities to become "developmental", mobilise their resources to reach out communities, and systematically involve them in planning, co-resourcing and managing local development activities.*

As a follow-up to the findings and recommendations from the preliminary and broader capacity assessment conducted during the inception/preparation phase, the following activities were undertaken:

- The TA organized The Khyber Pakhtunkhwa (KP) (December 2019) and the Sindh (March 2020) Exposure Visits. The KP and Sindh findings, lesson-learned and recommendations, provided direct inputs on how the GoB can craft its home-grown design of CD LG policies and the roles to be played by the LG Authorities.
- In collaboration with the BRDA, the TA designed and implemented the first of a series of structured District Coordination (DC) Training, the DC INDUCTION Course, for a selected group of 57 staff from district LG Departments, the Deputy Commissioner's Offices, the RSP representatives from each BRACE District, and our TA District Coordinators (DCs) and Assistant District Coordinators (ADCs), to improve their understanding of CD LG and Community Development systems, and in a practical way

immediately improve coordination of their district activities. The TA "District Coordination Training" will build the capacity of these selected District Staff, and enable them to play a lead role in integrating the bottom-up developed Community Institutions (CI) with (sub-)District Local Government systems. Together with Provincial level Officials involved in the delivery of this DC training, this group constitutes a "critical mass" to drive in the BRACE districts, the CD Policy reforms.

- (i) The first DC Induction Training Course for 57 participants was conducted successfully on 25th – 27th November, 2020 at the to the BRDA Campus in



*DC Induction Training Course was held at BRDA Campus in Quetta.*

Quetta.

- (ii) The DC TOPIC-1 Training Course was scheduled for March 2020, but it was postponed due to the COVID-19 outbreak in March 2020, and it is rescheduled for Q4-2020, assuming the COVID-19 lock down is then fully lifted.
- (iii) Apart from the TA DC Training Courses, the TA will conduct assessments, design and partner with the BRDA and other providers conduct other tailored trainings to enhance LG Authorities' technical and institutional capacities, in support of a stronger CD LG system with more effective/efficient implementation of development investments, and improved

front-line delivery of quality public services. The additional LG Authorities training and Capacity-building will be identified as part of the BRDA Capacity building programme under Result Area 3.

- The TA have deployed from Q3-2019, 5 District Coordinators (DC) and 7 Assistant District Coordinators (ADC) in the 9 BRACE Districts. While these TA-DC/ADC are positioned in the Deputy Commissioners' Offices, they act as "honest-brokers" to bring together the RSP and Community Institutions representatives, with the Deputy Commissioner and the District LG and Line Departments staff. The forum in which this should routinely happen is the Joint District Coordination Committee (JDDC). The TA-DC/ADC contributed to a momentum in JDDC meetings. It became clear however that the JDDCs are being covered by different sets of ToR, and the TA has taken the initiative to streamline the JDDC ToR, and following adoption, the TA-ODC/ADC will take the lead to organize in their respective districts training sessions, that will improve the understanding and coordination capacity of the DC and Line departments to work with the TSPs and CIs.



JDDC meeting held at Kech District.

3) **Result Area 3:** *The Balochistan Rural Development Academy has acquired the necessary capacity to deliver a*

*comprehensive capacity building programme on community-led development and local governance and build the capacities of local authorities to reach out to communities, and systematically involve them in planning, co-resourcing and managing local development activities.*

Building on the initial efforts in the inception/preparation phase in 2018 - 2019, the TA has designed and started with the following activities in:

- Designed the BRDA capacity assessment framework, including the concept note and a set of data collection tools.
- During the COVID-19 lock-down from March to August, 2020, (virtual) contacts were initiated with BRDA Management to kick-start the conduct a rapid capacity assessment through a blend of both face-to-face and virtual meetings.
- As of September 2020, the TA will start preparing the draft report with key findings, analyses and recommendations. This will form the basis for working in a participatory manner with the BRDA to develop a detailed Capacity Building Plan. The Plan will outline the road map, strategies and activities that will enhance the capacity of the BRDA to play a crucial and leadership role in the transformative processes in the Local Government Sector in Balochistan.

4) **Result Area 4:** *Technical and institutional capacities of implementing partners strengthened to effectively support the Government of Balochistan (GoB) in its objective of improving public service delivery.*

The TA undertook the following interventions and activities aimed at supporting the Implementing Partners (IPs):

- Reviewed the reports, consultancy ToRs and consistency and coordinated BRACE Ips review meetings with the Secretary LGRDD
- Developed the Action Memo on proposals/options on Co-investment/Co-



funding of CPIs for Kech and Washuk districts.

- Provided inputs into the BRACE IPs Exit Strategy and made preparations for the Overall BRACE Programme Exit Strategy. The purpose of the BRACE Ips and Programme EXIT Strategies is to re-position all stakeholders, in preparation of the launch of an innovative GoB-led Community Driven Local Government and Rural Development Policy and Programme, Beyond the current BRACE programme.
- Worked closely with the RSPs and the Social Welfare Department to facilitate LSO institutionalization through streamlined registration and bank account activation.
- Coordinated the Operational Steering Committee Meeting (OSC) meetings, held on 7th October 2019 with participants drawn from the TA and 3 IPs (BRSP, NRSPN and NRSP) and chaired by the EUD. The TA and the RSPs reported updates versus the work plans and presented the following year work plans. Due to the COVID-19 an informal (virtual) BRACE IPs OSC meeting was held on 22nd July 2020 (minus the EU).

5) **Result Area 5: Cross-cutting/managerial tasks are implemented in support of the project objectives and expected results.**

The TA designed and implemented these cross-cutting activities:

- Setting up/facilitating the BRACE Programme Theory of Change (ToC) - Intervention Logic Working Group and consultancy assignment (September/October 2020) in close consultation with the RSPs and EUD. The ToC assignment will result in endorsed updated version of a BRACE Programme ToC/Intervention Logic, the narrative and chart, making clear how the BRACE Specific Objectives work in synergy and significantly contribute to the BRACE

Impact Overall Objective. The updated ToC will also facilitate a reconfirmation of the buy-in and endorsement by key Government Officials. The updated ToC will also be presented to the BRACE MTR mission.

- Participated in the Operational Steering Committee (OSC) meetings with the EUD and IPs aimed at promoting synergy building and harmonization of interventions and activities.
- The Logframe Matrix (LFM) of the TA and the BRACE Programme RSPs were reviewed, analyzed and updated in several meetings under the guidance of the External Monitor. The final products will be consolidated into the "Global BRACE LFM" and aligned with an updated TA Work Plan and used in our reporting formats.
- Collaborated with the RSPs to start developing ideas for the BRACE Programme Exit Strategy scheduled for June 2021.
- Coordinated the development of the BRACE Programme website in collaboration with the RSPs and moreover with senior GoB policy makers. The BRACE Programme website was activated and launched in September 2020 and promotes the roles of RSPs and the TA and clearly positions the GoB in the lead.
- Building on initial work done in 2019, the TA synchronized the updating of the BRACE Communication and Visibility (C&V) Strategy i.e. for coordination of C&V Messages of IPs and revision of the C&V Strategy Document (September and October 2020) to be used by the BRACE Ips and by selected GoB departments, to prepare their C&V Messages Action Plans. The BRACE C&V Messages disseminated by selected GoB Departments will again clearly show their lead role in the BRACE Programme

- Coordinated the BRACE Gender Mainstreaming Strategy (GMS) assignment. The GMS Strategy to



be followed by GMS Action Planning by the BRACE RSPs and by selected GoB Departments, i.e. LGRDD, P&DD, FD, SWD and WDD.

- In the next reporting period, the TA will coordinate with the RSPs to develop topic-specific assessments and action research studies.

### 3. Next Steps

A key bottleneck in 2019 was the inability to secure full time deployment in Balochistan of the TA Key Experts, caused delays in obtaining long-term work visas. Once full-time deployment was secured in Q2-2019, a momentum was created till Q1-2020, and a 5-months lock down, due to the COVID-19 Pandemic, caused yet another slow down. It is scheduled that from Q4-2020 the TA will be again full-time deployed, to restart and engage actively in the Policy Dialogue with the with the GoB, and regain the lost momentum in project implementation.