



Balochistan Rural Development and Community Empowerment (BRACE) Programme

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Programme Implementation Manual (PIM)

Version 4.1

IMPLEMENTING PARTNERS FOR THE BRACE's GRANT COMPONENT

PROGRAMME TECHNICAL ASSISTANCE PARTNER



Acknowledgment

The authors of the BRACE Programme Implementation Manual (PIM) has benefited from the existing similar manuals developed by RSPN, specially the SUCCESS PIM. The PIM is also based upon BRSP's experiences in implementing the EU funded BCDP project in 40 UCs of Balochistan. The product has been put together in consultation with the BRSP and NRSP Team Leaders of BRACE programme and their other senior staff. The first draft of the PIM was extensively reviewed by senior staff of BRACE programme from RSPN, BRSP and NRSP and senior GoB officials during a 3-day review session at BRSP Conference Hall, Quetta. The authors of PIM are thankful to them for their contributions in adding into the value of the PIM. The authors of the PIM acknowledge the contributions of Dr. Shahnawaz Khan, Naimatullah Jan, Siraj ul Haq Ghouri, Akbar Khan, Arif Rind, Ghulam Murtaza, Ibrahim Alvi, Muhammad Munir Rana, Naseema Salam and Abdul Rehman from BRSP; Muhammad Tahir Waqar, Ghulam Rasool and Talat Mehmood from NRSP; Ahmed Ullah Achakzai, Khurram Shahzad, Savaila Hunzai from RSPN for their invaluable contributions in improving the quality of the PIM. A special thank goes to Mr. Khaleel Tetaly, COO RSPN, for his overall guidance and support.

Authors

Mohammad Ali Azizi, Specialist Social Mobilisation, RSPN

Sadaf Dar, Programme Officer GAD, RSPN

Editing and Formatting

Ahmed Ullah, Programme Manager, BRACE Programme, RSPN

Savaila Hunzai, Documentation and Reporting Officer, BRACE Programme, RSPN

Assad Abbas Malik, Communications Officer, BRACE Programme, RSPN

Designing and Printing

Mashallah Printers, Islamabad

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ACRONYMS AND ABBREVIATIONS

ALNS	Adult Literacy and Numeracy Skills
BCDP	Balochistan Community Development Programme
BLGA	Balochistan Local Government Act
BRACE Programme	Balochistan Rural Development and Community Empowerment Programme
BRSP	Balochistan Rural Support Programme
CAT	Community Awareness Toolkit
CBK	Community Book Keeper
CDD	Community Driven Development
CI	Community Institution
CIF	Community Investment Fund
CNIC	Computerised National Identity Card
CO	Community Organisation
CPI	Community Physical Infrastructure
CMST	Community Management Skills Training
CRP	Community Resource Person
DRR	Disaster Risk Reduction
DM	District Manager
EPI	Expanded Programme on Immunisation
EU	European Union
EU TA	EU Technical Assistance (Team)
GAD	Gender and Development
GB	General Body
GoB	Government of Balochistan
HID	Human and Institutional Development (Section)
HO	Head Office
JDDC	Joint District Development Committee
IGAs	Income Generating Activities
IGG	Income Generating Grant
LAs	Local Authorities
LGRDD	Local Government and Rural Development Department
LMST	Leadership and Management Skills Training
LSO	Local Support Organisation
LSON	Local Support Organisation Network
MALT	Management, Advocacy and Leadership Training
M&E	Monitoring & Evaluation
MHI	Micro Health Insurance
MIP	Micro Investment Plan
MIS	Management Information System

MLST	Management and Leadership Skills Training
MoU	Memorandum of Understanding
NCHD	National Commission for Human Development
NRSP	National Rural Support Programme
O&MC	Operations & Maintenance Committee
PAC	Project Audit Committee
PFA	Public Finance Award
PIU	Programme Implementation Unit
PMC	Project Management Committee
PPRM	Programme Planning and Review Meeting
PRA	Participatory Rural Appraisal
PSC	Poverty Scorecard
PWD	Person with Disability
RPM	Resource Mobilisation Plan
RSP	Rural Support Programme
RSPN	Rural Support Programmes Network
SM	Social Mobilisation
SMT	Social Mobilisation Team
TNA	Training Need Assessment
ToP/TOP	Terms of Partnership
TVET	Technical, Vocational and Education Training
VDP	Village Development Plan
VO	Village Organisation
UCDP	Union Council Development Plan
WASH	Water, Sanitation and Hygiene

STRUCTURE OF THE MANUAL

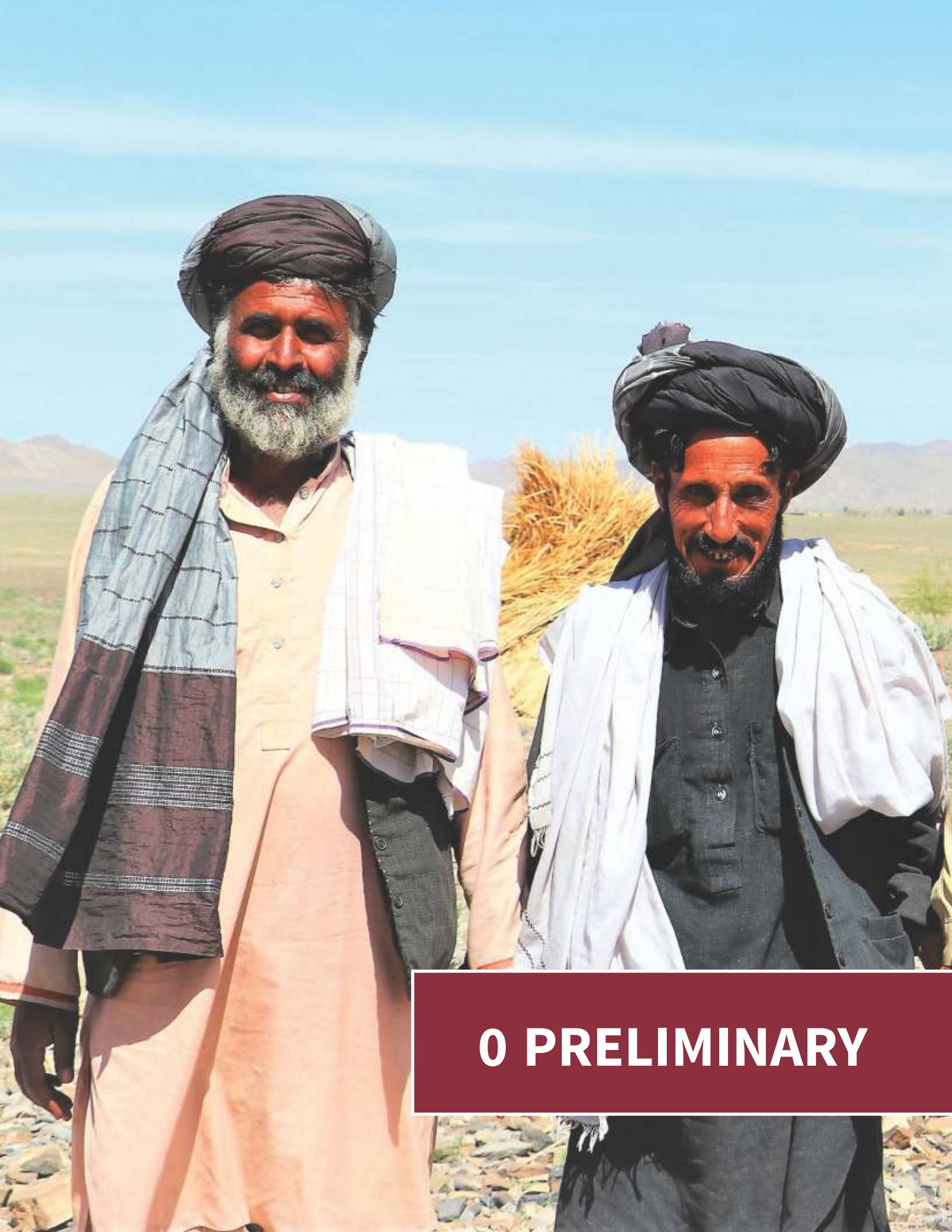
This manual is structured into eight chapters and several appendices that form an integral part of the Programme Implementation manual. The chapters are titled as follows:

0. **Preliminary:** Contains introduction to the BRACE programme, objective and expected results of BRACE programme, purpose of the manual, its extent and commencement, implementation and amendments or revisions and the process followed for developing this manual and gender sensitization and mainstreaming guidelines for programme interventions.
1. **Social Mobilisation (SM):** Contains implementation procedures and policies specific to the SM Component of BRACE programme. Moreover, engaging youth in development process and formation of Joint Development Committees at Tehsil and District level have also been described.
2. **Capacity Building of Communities to Assert their Rights and Hold Local Authorities Accountable:** Contains coordination and consolidation of Village Development Plans (VDPs) and Union Council Development Plans (UCDPs) into district development strategy and plans.
3. **Engaging Poor and Other Marginalized Community Members in Income Generating Activities:** Contains training of community members in vocational and technical skills, adult literacy & numeracy skills, enterprise development and marketing and provision of Income Generating Grant, Community Investment Fund (CIF) and Micro Health Insurance to eligible community members.
4. **Community Physical Infrastructure (CPI):** Contains implementation procedures and policies specific to the CPI Component of BRACE programme.
5. **Policy Recommendations to Support Local Development Policy Framework for Balochistan:** Contains dissemination of thematic, sectoral studies, publication and dissemination of research reports, etc, advocacy workshop and debate with Government and provincial LSO conventions.
6. **Gender Mainstreaming:** Contains gender Training of Trainers (ToT) on organizational HR/Gender policies and anti-sexual harassment laws, gender ToT for BRSP and NRSP BRACE programme staff on gender mainstreaming and sensitization and gender mainstreaming capacity building sessions for LSO representatives and Community Resource Persons (CRPs).
7. **Cross-Cutting Themes:** Contains orientation training for key BRACE programme staff on Community Awareness Tools (CATs), mainstreaming other cross-cutting themes, assessment survey and provision of assistive devices to Person with Disabilities (PWDs).
8. **Improved Capacity of Elected members, Local Government Authorities' Staff and Officials of the Line Departments:** Contains meetings and workshops with stakeholders and capacity building of Local Government officials and staff in managing local development activities.

Each Chapter is divided into Sections, Clauses and Sub-clauses. The following referencing scheme is used for these parts:

- Sections are labelled by Chapter such as 2.1, 3.5, 4.4, etc. Each section contains procedures and implementation processes that relate to a specific subject.
- Clauses are labelled in numbers in parenthesis such as (1), (5), etc. The numbering restarts at one within each Section. This type of structuring ensures that section numbers do not change across the entire manual when a section is added or deleted. Effect of the change is limited to the relevant section in this manner.
- Sub-clauses are labelled in lower-case alphabets and in parenthesis such as (a), (d), (f), etc. The order in sub-clauses also restarts within each clause for the same reason as explained above. Where steps of a process are given these are labelled in lower-case roman numbers such as i, ii, etc.

Appendices are given in alphabetical order using the upper-case for main chapter such as A, B, ... G starting from Chapter 1.



0 PRELIMINARY

0 PRELIMINARY

0.1 Introduction to the BRACE Programme

- i. The European Union (EU) and the Islamic Republic of Pakistan have signed a Financing Agreement to support the 5-year Balochistan Rural Development and Community Economic Empowerment (BRACE) Programme, aiming to reduce poverty in nine rural districts of Balochistan.
- ii. Key stakeholders in this programme include the European Union, (EU), the Government of Balochistan (GoB), Balochistan Rural Support Programme (BRSP), National Rural Support Programme (NRSP), Rural Support Programmes Network (RSPN) and Human Dynamics.
- iii. The BRACE Programme will be implemented by the Rural Support Programmes Network (RSPN) and its two member RSPs working in Balochistan, namely, Balochistan Rural Support Programme (BRSP) and National Rural Support Programme (NRSP) with backup support from the RSPN. The BRACE Programme will cover nine out of the 34 districts of the Balochistan Province for a five-years period, from 15 June 2017 to 14 June 2022.
- iv. The nine BRACE Programme districts include: **Zhob, Lorelai, Duki, Pishin, Killa Abdullah, Washuk, Khuzdar and Jhal Magsi** with BRSP and **Kech** with NRSP. The overall budget of the programme is EUR 34 million to be contributed by the EU.

0.2 Objectives of the BRACE Programme

Following are the key objectives of the BRACE programme.

- i. **Overall Objective:** To support the Government of Balochistan 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.
- ii. **Specific Objective:** To empower citizens and communities and provide them with means enabling them to implement community-driven socio-economic development interventions, an increased voice and capability to influence public policy decision making through active engagement with local authorities for quality, inclusive, and equitable service delivery, and civic-oversight.
- iii. **The Objectives of the RSPN Interventions in the BRACE Programme:** To complement the efforts of the implementing partner RSPs, by ensuring effective quality control, process standardisation, gender sensitization and mainstreaming¹, implementation strategies, documentation, and responsiveness to lessons learned, by fostering and maintaining a component of research and knowledge management. RSPN would also aim at wider dissemination of the lessons learned by undertaking evidence-based advocacy with stakeholders, and through the media, to scale up and raise awareness about successful development approaches. These objectives (and contributing *activities*) support all four “*results*” of the overall log-frame of the BRACE Programme, but especially results 0 and 2.5.

These objectives will be achieved through the following eight expected results:

- **ER 1:** Establishment and empowerment of a three-tiered participative system of federated Community Organisations (COs) at community, village and UC levels capable of development needs identification & prioritisation, development planning, resource mobilisation, and execution, and operation & maintenance of community infrastructures.
- **ER 2:** Increased capacity of citizens, communities, and marginalised groups, particularly women, to assert their rights and hold local authorities accountable by engaging them in joint participatory development planning and execution for a more relevant and efficient public service delivery.

¹The purpose of gender sensitisation and mainstreaming will be to create conducive working environment for women at organisational (RSPs and RSPN) level, strengthen Gender and Development sector in RSPs and contribute in promoting gender equalities and social inclusion at community level

- **ER 3:** Improved accesses of communities, particularly women and marginalised groups to quality public services and benefit from climate-resilient community infrastructures and productive assets planned implemented and maintained jointly with local authorities.
- **ER 4:** Increased number of poor community members, particularly women and marginalised such as Persons with Disabilities (PWDs), minorities, and socially excluded groups are engaged in income generating activities.
- **ER 5:** Experiences on the ground are assessed and disseminated in order to inspire the design of the building blocks of a Local Development Policy framework.
- **ER 6:** Gender inequalities reduced through ensuring implementation of the recommendations from the gender mainstreaming strategy to be developed by the EU TA with support from the RSPs.
- **ER 7:** Cross-cutting themes envisaged in the Balochistan Rural Development and Community Empowerment (BRACE programme) Programme mainstreamed, addressed, and effectively reported.
- **ER 8:** Improved capacity of elected members, local government authorities' staff, and officials of the line departments to involve communities in planning, co-resourcing and managing local development activities.

0.3 Purpose of the Manual

- To assist the BRACE Programme staffs of the implementing RSPs (BRSP & NRSP) to follow a standardised programme implementation approach and processes in order to guarantee quality, coherence and improvements;
- To provide guidelines and formats for the implementing partner RSPs staff and leaders of the community institutions (COs/VOs/LSOs);
- To provide gender sensitization and mainstreaming guidelines for staff and programme interventions; and
- The PIM does not outline the financial management arrangements including the flow of funds, financial management, procurement and audit and accounting aspects. It is, therefore, important to note that the PIM should be read together with the EU guidelines on procurement with special emphasis on PRAG. These are available at <http://ec.europa.eu/euroid\prag\annexes>.

0.4 PIM Development Process

A consultative approach was adopted with the aim of developing a manual that is based on shared expectations and joint ownership. The process started with a desk review of the existing manuals of RSPs/RSPN, RSPN/RSPs BRACE programme documents and the decision document of BRACE programme signed between EU and Government of Pakistan. This was followed by various consultative meetings with the senior staff members of BRACE programme partner RSPs and their focal persons for the BRACE programme. This was followed by a three days manual review workshop with the senior management and relevant staff of RSPs and GoB officials at BRSP Office Quetta. In this workshop, the draft manual was presented and suggested changes were agreed. This final document is a product of these consultations held in the months of July to October 2017.

Gender Policy Considerations in the manual

The manual and its implementation steps are aligned with the main objectives of the gender policy of RSPN, BRSP and NRSP to achieve gender equality and equity in the programmes i.e. provides equal access and opportunity to both women and men in different sectors. All three policies emphasis on gender equality to achieve sustainable development. Here are the points which are policy guidelines to follow in each step of this manual:

- BRSP and NRSP field interventions will be designed in the light of their gender policy strategies. Gender sensitive dialogue to be promoted on a regular basis by the RSP staff by introducing both men and women programme at the same time with the community

2. Community level problems would be assessed from women's perspective as well i.e. participation of women in identification of community level problems is must and their opinion be given adequate weightage
3. Women's exposure trips need to be increased as well as their participation in managers' conferences and exposure visits of the male activities
4. Equal or more targets for men and women COs, more resources will have to be allocated to women programme i.e. in skill development (CMST) etc.
5. Women and men to be proportionately represented during meetings, donor visits and other public relations activities
6. The policies stress on gender disaggregated data and gender sensitive monitoring

0.5 Extent and Commencement

- i. The policies and procedures covered by this manual apply only to the BRACE programme supported by EU;
- ii. The PIM may also be used by the Government of Balochistan (GoB) to apply on other similar development programmes. The decision of adoption of the manual as it is or with modification will be of the GoB;
- iii. If any of the provisions of this manual are found to be inapplicable under contract agreement/conditions of EU, the remainder shall apply to the extent possible, and the inapplicable provision(s) shall be deemed modified to the limited extent required to permit enforcement of the governing agreement as a whole; and
- iv. The policies covered by this manual shall come into force from the date of final approval by RSPN Management.

0.6 Implementation and Revisions

- i. Responsibility of implementing the PIM rests with the partner RSPs of BRACE programme;
- ii. The Programme Manager BRACE programme RSPN and Programme Manager BRACE programme of respective partner RSPs shall be the custodian of this manual, who shall ensure that the manual remains up-to-date and that any revisions are duly communicated to all concerned parties in a timely manner;
- iii. Subsequent to the initial approval by the manual, revisions can be made to this manual. Revisions may be proposed by any member of RSPN's BRACE programme staff, implementing partners, or EU preferably in writing to the Programme Manager BRACE programme RSPN. The Programme Manager BRACE programme reviews the implication of the suggested revisions, make changes in the manual and communicate the decision and amendments (if any) to all stakeholders including EU; and
- iv. Revisions/improvement track record of the document will be recorded in the following tabulation.

Date	By	Revised	Remarks
December 2018	National Rural Support Programme	The words "membership fee" will be replace with "members' contribution."	Please see Annex K .

0.7 Gender Mainstreaming Guidelines

Overview of Gender and Development Context in Pakistan

In Pakistan, gender inequalities persist, directly undermining the country's socio-economic progress. Although the Constitution of Pakistan guarantees equal treatment of all citizens, this does not translate into equality of status, access or opportunity for women. Customary practices and cultural norms are compelling determinants of social and familial attitudes that influence the position and condition of women. Hence, factors like the socio-economic status of women, traditions, women's presence in formal institutional structures, public visibility of women, women's legal status, all contribute to the creation of gender-insensitive systems and practices which hinder women's socio-economic progress.

Three additional variables that affect Pakistan's gender-based development profile are the geographical locations, the rural versus urban divide and income levels. The level of overall development greatly varies from province to province and from rural to urban areas. For example, in contrast to the 71 % urban-based 10 years and older girls who have ever attended school, only 40 % of rural-based girls have.² Rural net enrolment rates were lower than urban net enrolment rates throughout Pakistan, and the gap between rural and urban rates increased by grade level. Considering enrolment by year level and by province, female numbers, as a proportion of total students, declined from early childhood education to degree-level education for Pakistan as a whole. Declines in female as a percentage of total enrolment by year level were particularly evident at the secondary and post-secondary degree levels in Balochistan and Khyber Pakhtunkhwa. In Punjab and Sindh, female made up more than half of all students in higher education and degree programmes.³ Likewise, female labour participation rates demonstrate considerable variation across provinces with women in rural Punjab having the highest participation rates of 35.5 % while women in rural Khyber Pakhtunkhwa have the lowest participation rates of 15 %.⁴ The generally positive correlation between gender balance and factors like commercially developed provinces, urban setting and higher income groups exists because these factors generate a social dynamic that imposes the contemporary development compulsions on society, weakening the hold of traditions and customary practices.

Pakistan ranks low on international indicators of gender equity: on the UNDP's Gender Development Index (GDI)⁵ Pakistan ranks 147th out of 188 countries⁶ and on the Gender Empowerment Measure (GEM)⁷ it ranks 82 out of 93 countries.⁸ Pakistan's 2011 census documented a ratio of 108.5 male to 100.0 female. This ratio signals some degree of son preference among households, resulting in sex-selective pressures that reduce the number of girls that survive pregnancy, infancy, or childhood. The sex ratio is used as an indicator of gender inequality in a society because it reflects gender differentials in mortality.

Key Guiding Principles for Gender Mainstreaming

The BRACE Programme implementation strategies will focus on following key principles of gender and development and women empowerment. It is important to remember that principles of empowerment and gender mainstreaming are closely interlinked. Both at programme and project level it means that the principle of empowerment is not limited only to incorporating target groups into the planning and decision-making processes, but also that both gender of target groups are empowered. In practice, this fact is too often ignored. This is an important aspect as inequalities exist and there are different needs of men and women in the target groups as well.

Here are some of the key points to remember while working on Gender and Development (GAD) and women empowerment. These principles should be displayed in offices to mainstream in all programme interventions:

- i. **Recognises and values work** of women and men inside and outside the home;
- ii. Focuses on women and men's reproductive, productive and community work. **Partnership** is important in addressing gender imbalance through focusing on women and men relationships;
- iii. **Experience innovation** is important when it comes to addressing gender inequalities. It is crucial to understand that gender mainstreaming is, in itself, a process oriented innovation that can enable substantial change;

²Federal Bureau of Statistics. (2007) Pakistan Social and Living Standards Measurement Survey (PSLM)2014-15 National/Provincial, Government of Pakistan, Statistics Division, Federal Bureau of Statistics, pg 17.

³World Bank. (2016) Pakistan Country Gender Assessment 2016, Overall Gender Analysis, pg 48.

⁴Labour Force Survey, Government of Pakistan, Pakistan Bureau of Statistics, 2014-2015 pg 23

⁵The gender-related development index (GDI), introduced in the Human Development Report 2016: Human Development for everyone, measures achievements in the same dimensions using the same indicators as the HDI but captures inequalities in achievement between women and men. It is simply the HDI adjusted downward for gender inequality.

⁶Human Development Report (2016), Human Development Indicators Country Fact Sheets Pakistan. Weblink: <http://hdr.undp.org/en/composite/GDI>

⁷The gender empowerment measure (GEM), <http://www.rrojasdatabank.info/hdr20072008tab29.pdf> reveals whether women take an active part in economic and political life. It tracks the share of seats in parliament held by women; of female legislators, senior officials and managers; and of female professional and technical workers- and the gender disparity in earned income, reflecting economic independence. Differing from the GDI, the GEM exposes inequality in opportunities in selected areas.

⁸UNDP.(2006) UNDP Human Development Report 2006 Beyond Scarcity: Power poverty and the Global Water Crisis, Palgrave MacMillan, New York.

- iv. Contributes to bringing about **structural change in society**, by not restricting its efforts to specific measures to help women, but by pursuing equality by taking into account the impact on the respective situation of men and women;
- v. Considers **disaggregation** of beneficiaries on the basis of gender (inclusive of transgender), age, income group/PSC, and disability, etc. essential to better serve men and women;
- vi. Considers women and men **active agents** of socio-economic development; and
- vii. Considers women and men's **need and priorities** integral to development interventions in all spheres and at all levels.

Women's Empowerment

- i. Women empowerment means the process through which women, who are currently most discriminated against, achieve gender equity;
- ii. This will include support for men (and women) to change those aspects of their behaviour, roles and privileges which currently discriminate against women;
- iii. The extent of current disadvantage and inequality means that women's empowerment may require support by development agencies at household, community and macro levels;
- iv. Contributes to bringing about structural change in society, by not restricting its efforts to specific measures to support women, but by pursuing equality by taking into account the impact on the respective situation of men and women;
- v. It is also important to understand that women are not a homogenous group and each category has different needs and responsibilities;
- vi. Agency, voice and participation of women will remain a key focus; and
- vii. Agency at the household and community level includes freedom of movement, freedom from risk of violence, civic and political participation.

Gender and Development Guidelines

While implementing project activities keep these points in mind; (A detailed checklist has been given in the annexes for reference for the management and staff)

- 1. Ensure women staff's participation in Project planning and progress review meetings and ask women related issues during the meetings and the management should take serious notice to listen and address those issues
- 2. All project interventions should ensure women's participation.
- 3. Training events i.e. CMST, LMST, Book Keepers training etc. should be held separately for women
- 4. All Women training participants should be facilitated by daycare facilities, transportation, /pick and drop, etc.
- 5. Collect gender disaggregated data for all programme activities i.e women, men, girls, boys, transgender, old aged etc.
- 6. Management should encourage women and men staff members to highlight gender issues within organization and from the field so that those can be overcome timely in routine meetings
- 7. Gender sensitization will be part of all staff and communities trainings mentioned in this manual both with women and men

0.8 Procurement of Goods, Supplies and Services

The project RSPs will procure goods, supplies and services under BRACE programme according to the procurement guidelines of EU as stipulated in Annex iv of the contract and the RSPs procurement policies and procedures.



1 SOCIAL MOBILISATION

1 SOCIAL MOBILISATION

1.1 The Social Mobilisation Approach and Purpose

The RSPs fostered Social Mobilisation approach has been used extensively as a way to achieve sustainable development for the masses. It does this by bringing communities together in order to better achieve their common-goals and to meet their needs. At the heart of the social mobilisation approach, lies the belief that every individual, be they poor or rich, man or woman, has the capability and potential to carry out activities for their own benefit and for that of their own families. The Social Mobilisation approach to development enables communities to identify, prioritise, plan and think about their developmental needs jointly. Mobilised communities enter into a partnership with the RSPs under which they are provided social guidance, financial and technical assistance. In addition to this, the RSPs help build their capacities and skills in order to help them start functioning as independent organisations and fostering development linkages with government, donors and private sectors agencies.

Once people are organised into properly functioning institutions of their own, they find the platform to harness their potentials, address their problems and fulfil their needs. When such institutions of the people are fostered at the neighbourhood, village and union council levels, they become a vehicle through which all kinds of development initiatives can be effectively implemented. These institutions serve as the primary partners in fulfilling the nation's development agenda by extending outreach to the household level across the country, for it is at the household level that poverty is experienced on a daily basis.

The BRACE programme is building upon this three-tiered social mobilisation approach of RSPs, which includes:

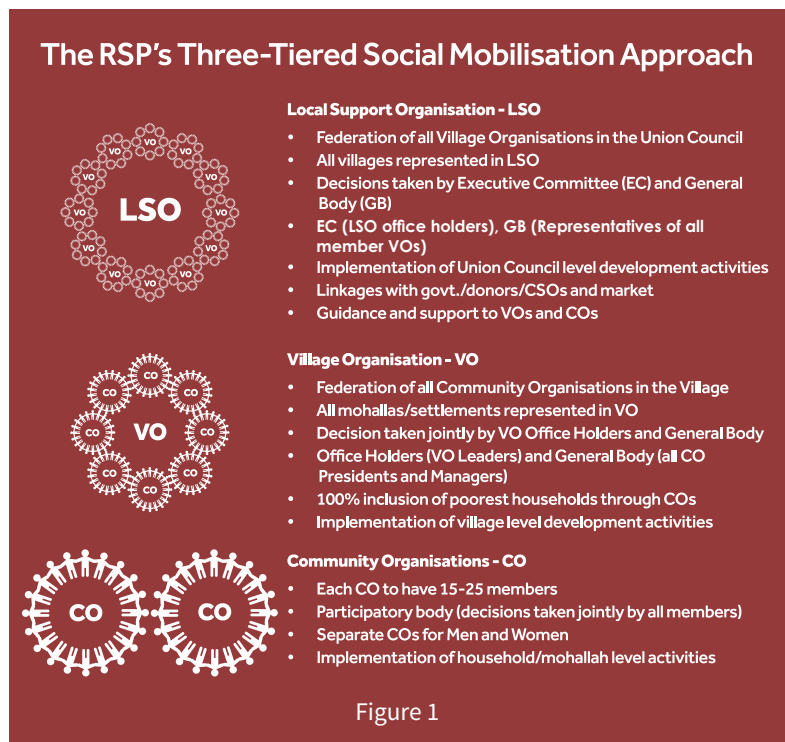
- i. Fostering of Community Organisations (COs) at neighbourhood or muhalla level
- ii. Federating COs into Village Organisations (VOs) at village level
- iii. Federating VOs into Local Support Organisations (LSOs) at Union Council (UC) level

Community Organisations (COs) are the foundation of the three-tiered institutional network. The CO is a neighbourhood 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 BRACE 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.

1.2 General Procedures of Social Mobilisation

The procedures for implementing the social mobilisation approach in the BRACE programme is summarised below:

- i. All programme staff to be trained on social mobilisation approach and BRACE programme implementation processes;
- ii. Poverty Scorecard (PSC) to be completed in each UC before CO formation;



- iii. Upon receipt of PSC data, CO formation process will be initiated to organise 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 RSPs' Social Mobilisation Team (SMT) will ensure presence of stakeholders in the introductory meetings (stakeholders include poor households represented by men and women, disabled persons, minorities (where possible), Govt. officials, elected councillors / representatives, etc.);
- v. These COs will then be registered in the BRACE programme Management Information System (MIS);
- vi. Once at least 50% of households in the Revenue Village/settlement have been organised into COs, these COs will be federated into a VO;
- vii. A VO will be formed on average 03-06 COs (in case of larger settlements) 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, RSP will submit the list of VOs to any relevant government authorities for notification by the government, when the notification order is issued by the government;
- ix. Community Resource Persons (CRPs) will be identified and engaged by the SMTs. The CRP will be responsible to facilitate/organise the households (HHs) in their respective Union Councils (UCs). Alternatively, the RSP 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 RSP will submit the list of LSOs to the relevant government authorities for notification.

1.3 Specific Procedures of Social Mobilisation

1.3.1 Programme Staff Training

All the BRACE programme staff involved in programme implementation will be provided training on social mobilisation and the Programme Implementation manual through the following training activities.

1.3.1.1 Programme Planning/Inception Workshop/Orientation Training Workshop (OTW)

All professional staff will be given orientation training on Social Mobilisation through different training workshops. Orientation training workshops of five to eight days will be conducted at Quetta and Turbat for all BRACE programme men and women HO and District staff. Separate Programme Orientation Trainings will also be conducted for Social Mobilisation Teams of each district with a focus on social mobilisation. The programme orientation training will be important to ensure an equal level of understanding amongst all programme staff regarding programme objectives, implementation strategy, work plans, role/responsibilities of each cadre of staff and how programme interventions are integrated with each other. They will also be briefed about EU rules/regulations, visibility and communication guidelines, etc. This will help ensure smooth implementation. Gender sensitization and importance of women and men in the development process will be mainstreamed in all training sessions. The Orientation training will be a combination of interactive lectures, group work, presentation of group work by the trainees and practicing the development plans and budget.

The orientation training will focus on:

- i. The history and development approach of RSPs in general and BRSP & NRSP in particular;
- ii. Introduction to BRACE programme;
- iii. The social mobilisation approach of RSPs and implementation process recommended in BRACE programme;
- iv. Gender sensitization and mainstreaming;
- v. The role and responsibility of SMT;

- vi. Developing social mobilisation roll out plans;
- vii. Inclusion of the poor, women and Persons with Disabilities (PWDs) in the social mobilisation process;
- viii. Introduction to Community Management Skills Training (CMST), Management and Leadership Skills Training (MLST) and Management, Advocacy and Leadership Training (MALT);
- ix. Record keeping at community institutions;
- x. Linkages of community institutions with government and other development organisations;
- xi. Introduction to Community Awareness Toolkits (CATs); and
- xii. Identification, engagement and capacity building of Community Resource Persons (CRPs).

These trainings will be led by the Human Resource Development/ Human and Institutional Development (HRD/HID) Section and facilitated by the RSPN's technical wing.

1.3.1.2 Orientation Training of BRSP & NRSP Key Programme Staff and Programme Relevant GoB Officials on Programme Implementation Manual (PIM)/Community Awareness Tool (CAT) by RSPN

Common and uniform level of understanding of the key RSP BRACE programme staff is very important to set the direction for the standardised approach for programme implementation while ensuring quality. For this purpose, RSPN will organise eight days Orientation Training, in Quetta, on use of the PIM and CAT. In this orientation training RSPs' key staff dedicated for the BRACE programme will participate. The purpose of this training is to enhance participants' understanding on the importance of the standardised social mobilisation approach and effective use of PIM and CAT through various mock exercises for standardisation in programme implementation and reporting. The training will also focus on enhancing the technical knowledge of the participants about management of BRACE programme interventions like TVET, IGG, CIF, CPI and Adult Literacy and Numeracy as well as social mobilisation approach particularly aiming to closely work with local governments, authorities and creating effective linkages of the community institutions with service delivery departments and support government of Balochistan in implementing its Local Development Policy Framework at the local level. Gender sensitization will be an important part of the training to learn about the significance of working with women and men community members. Relevant government officials from provincial departments i.e. Planning & Development Department, Balochistan Rural Development Academy, Local Government & Rural Development Department, Women Development Department and Social Welfare Department will also be invited to this training to orient them about the approaches and methodologies that the RSPs will apply in the BRACE programme. BRSP and NRSP, in turn, will orient their BRACE programme field staff on PIM and training materials developed by RSPN.

The Orientation training will be a combination of interactive lectures, group work, presentation of group work by the trainees and practicing the development plans and budget. Gender sensitization and importance of women and men in the development process will be mainstreamed in all training sessions.

The training sessions will be delivered by the relevant technical staff of RSPN.

1.3.1.3 Orientation of Other Programme Staff on PIM

The RSPs will roll out the orientation trainings on PIM to the remaining women/men programme staff on the PIM who in turn will train women/men community leaders using PIM and training materials developed by RSPN. The RSPN-BRACE programme component staff will closely work with training/capacity building staff of BRSP and NRSP in developing rollout plans and provide backstopping support to train all BRACE programme staff of BRSP and NRSP. Programme Orientation Meeting will be conducted at the Head Office (HO)/Programme Implementation Unit (PIU) level for all HO/PIU and district staff. The RSPs Gender focal person/experts will facilitate gender sessions and mainstreaming process.

This meeting aims to plan orienting sessions for the remaining staff of the RSPs on the PIM. The focus will be on practical issues of implementation of each component of the BRACE programme. The following are key aspects to be discussed in the said orientation meetings:

- i. The social mobilisation approach of RSPs and implementation process recommended in BRACE programme;
- ii. The gender-sensitive approach and implementation process of Income Generating Grants (IGG), Community

Investment Fund (CIF), Technical and Vocational Skill Training, Micro Health Insurance (MHI), Community Productive Infrastructures (CPIs) and Community Awareness Toolkit (CAT);

- iii. Developing gender-sensitive implementation plans, and monitoring plans;
- iv. Role and responsibilities of programme staff; and
- v. Awareness on compliance to EU procurement, reporting and visibility requirements .

Sessions in these orientation meetings will be facilitated by the graduates of the first Orientation Training given by RSPN and RSPs contract management staff.

1.3.1.4 Training of Key Staff of BRSP and NRSP on the Socio-economic Baselines and End Line Survey Approaches and Methodologies

Once the gender-sensitive baselines approaches and methodologies are finalised, the RSPN's BRACE programme M&E team will do a training session with the BRSP and NRSP M&E team along-with government officials from the P&D department and local government & rural development department on how to implement the socio-economic survey's (baseline, midline and end line) and ensure quality control.

The training will include the following main topics:

- i. Strategic importance and objective of gender-sensitive socio-economic baseline, midline and end-line surveys;
- ii. Process of development of gender-sensitive baseline approaches and methodologies with support of University of Mannheim (UM), partner RSPs and EU;
- iii. Sampling techniques and framework addressing robustness, gender and geographical priorities;
- iv. Mainstreaming gender in the overall approaches and methodologies for the socio-economic surveys;
- v. Procurement of consultant firm for undertaking baseline surveys;
- vi. Overview of gender-sensitive baseline survey tools and techniques developed by RSPN;
- vii. Overall management and monitoring of deliverables of data collection consultant firm;
- viii. Using technology in baseline data collection;
- ix. RSPN technical assistance to BRSP and NRSP in overall management of baseline surveys; and
- x. The utility of results from socio-economic surveys in development of GoB CDD policy framework.

1.3.1.5 Training of Key M&E Staff of BRSP and NRSP on M&E Framework and KPI Reporting Tools

A three days M&E training will be organised for BRSP and NRSP M&E teams on the gender-sensitive M&E 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 BRACE programme M&E framework;
- ii. Process of development of gender-sensitive M&E framework with support of UM, partner RSPs and EU;
- iii. Purpose & scope of monitoring and evaluation functions;
- iv. Overview of detailed BRACE programme's gender-sensitive monitoring and evaluation plan;
- v. Level of M&E functions and responsibilities;
- vi. Scope, purpose and methodologies for undertaking thematic and sectoral studies;
- vii. Key Performance Indicators (KPIs) and gender-sensitive indicators and reporting mechanisms based on the sex-disaggregated data and information;
- viii. Strategy for operationalising the gender-sensitive M&E framework; and
- ix. Integrated MIS for tracking, monitoring and sex-disaggregated reporting on KPIs.

1.3.1.6 Training of Key Implementation and M&E Staff of BRSP and NRSP on Quality Control Plans and Checklists

RSPN will develop Quality Assurance and Control Plan (QACP) tools based on PIM and CAT to be adopted and implemented by BRSP and NRSP. The purpose of the QACP is not only to ensure that programme activities are completed but done so in a timely and efficient manner. BRSP and NRSP along with GoB representatives shall be trained on the following areas:

- i. Strategic importance of quality assurance and control mechanisms of programme activities;
- ii. Process of development of QAC mechanisms, tools and checklists;
- iii. Introduction to QAC plan;
- iv. Overview of quality assurance and control indicator matrix;
- v. Quality Assurance and Control Checklists;
- vi. Use of QAC tools through Spot-Check Field Visits;
- vii. Capacity building of staff and CIs on QAC plan and tools; and
- viii. RSPN's follow-up support on operationalisation of QAC plan and tools.

1.3.1.7 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. For this activity, the field staff of BRACE programme particularly Social Organisers (SOs), Capacity Building Officers and District Programme Officers will be provided training on the Community Awareness Toolkits (CATs). This training should be facilitated by the social sector staff of the RSPs. Gender sensitization will be a part of these trainings and women issues will be incorporated in all CAT sessions.

Note: Guidelines for planning and arranging the above mentioned trainings is given in Annex A-1.

1.3.2 Poverty Scorecard (PSC) Survey

As part of the social mobilisation process, the RSPs have adopted the PSC tool for identifying the poor and track the poverty scores of beneficiary households. Under the BRACE programme, both partner RSPs will use the existing targeting approach and conduct a PSC census covering 100% of the households at the beginning of the programme. The programme interventions, including organising communities into community organisations will then be focused on the households falling in the lowest band of poverty.⁹

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

- i. 100% PSC census in nine BRACE programme districts;
- ii. The PSC census will be rolled out phase wise, starting with selected UCs for the BRACE programme 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 supervised and managed by RSP M&E staff;
- v. The enumerators will be hired through proper test interviews and trained on PSC software application; and
- vi. The enumerators will be paid per completed surveyed household.

⁹Poverty Scorecard (PSC) is a tool for poverty targeting mainly developed to give practitioners a simple, effective and low cost tool for identifying the poor for targeted programme interventions. It is also useful for improving transparency and accountability in terms of poverty targeting and tracking the graduation process. The Scorecard uses the proxy means test (PMT) formula, derived on the basis of Pakistan Standard Living Measurement Survey (PSLM) 2007. It is developed by the World Bank, used by the Benazir Income Support Programme (BISP) for unconditional cash transfer to the poor households, and adopted by the RSPs as part of the social mobilisation process for poverty targeted interventions.

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

- i. Develop, test and finalise the PSC software application;
- ii. Develop the PSC software application user manual for supervisors and enumerators.;
- iii. Calculate the basic estimated number of households, settlements, UCs for each programme district (See Annex A-2a: No. Of Estimated Household by settlements). This will be fed into the software application before the survey;
- iv. Prepare the PSC enumeration plan (See Annex A-2b: District Enumeration Plan) for each district and UC;
- v. Identification and shortlist of field enumerators and supervisors for PSC data collection;
- vi. Training of enumerators and field supervisors on the PSC and use of tablet computers. Details of how to carry this out can be found in the PSC Manual for Enumerators and Supervisors.;
- vii. 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;
- viii. 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 for e.g. security, timings, harassment etc., will be catered to during the survey;
- ix. Prepare UC /Team wise enumeration plan for each team (See Annex A-2c: Supervisors' UC Enumeration Plan). The team supervisor; will update this plan on daily basis based upon the actual data collected the previous day;
- x. Conduct the field data collection according to the enumeration plan;
- xi. 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;
- xii. Share the list of settlements with the notables such as Chairman UC, religious leaders, etc. in order to revalidate the listed settlements;
- xiii. At district level a District Team Leader (DTL) preferably the District Monitoring Officer with the support of SMT will be responsible for planning and day-to-day management of the PSC survey;
- xiv. At the HO/PIU level, a Focal Person (preferably the Manager M&E) will be responsible for planning and management and monitoring of the overall survey;
- xv. The enumerators will report to their respective field supervisor, the field supervisors will report to their respective District Team Leaders (DTLs), who in turn will report to their respective Focal Person at the HO/PIU;
- xvi. A technical team member preferably (MIS officer HO) will generate daily progress report on standardised format shared with the RSPs and RSPN BRACE programme Management. (See Annex A-2d: Daily Progress Report of PSC Survey);
- xvii. Once the data collection in a UC is complete, a software generated settlement/killi level list of households will be shared with the District Programme Officers/SMTs to start planning for formation of the community organisations (See Annex A-2e: List of households with Poverty Scores); and
- xviii. The PSC data will be analysed 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 A-2f: Format for Village profile, A-2g for UC profile and A-2h for District Profile).

Note: RSPN has developed and handed over a separate manual to the RSPs for conducting PSC survey using Android devices.

1.3.3 Formation of Community Organisations (COs)

1.3.3.1 General Definitions

CO: A CO is participatory institution with membership of 15-25 households¹⁰ 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.

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 programme MIS. Under BRACE programme, separate women and men COs will be formed from the same households. However, in extreme circumstances where religious extremism makes the formation of women-specific COs' difficult, 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 affairs of the CO. The CO leadership will be selected 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 do saving with CO according to their financial capacity. 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 after they become able to make some savings. The RSP SMT should brief the community members about the importance and benefits of saving and practical ways of doing 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. The COs may also start rotatory (Committee System) savings.

CO Books of Record: The RSPs 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 RSP and CO;
- iii. CO resolution for the nomination of leaders for CMST;
- iv. Key Messages on Critical Social Issues;
- v. Attendance Record;
- vi. Proceeding Records (Karwai);
- vii. Micro Investment Plan (MIP);
- viii. Members' Saving Passbook; and
- ix. CO Resolution for joining a VO.

¹⁰In exceptional cases the number of household 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 RSPs SMT will provide advice and training on how to keep and maintain the CO records updated.

1.3.3.2 Steps for CO Formation

The following steps will be complied to for CO formation:

1.3.3.2.1 Planning for CO Formation

- i. **Social Mobilisation Plans (SMP):** Upon receipt of the PSC survey data the District Capacity Building Office/Programme Manager (CBO/PM) in consultation with respective Social Mobilisation Team (SMT) will develop the Social Mobilisation Plan (SMP) for each SMT. (See Annex A-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 A-2f: Village Profile). The Village Profiles will be consolidated at Union Council Level to develop the Union Council Profile (See Annex A-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 District Programme Officer/Capacity Building Officer will develop a district profile of each district by consolidating the UC profiles at district level (See Annex A-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 RSPs and community institutions for gender sensitive and focused planning and tracking progress on the key indicators over time.

1.3.3.2.2 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 trained Social Organisers in the SMT. Programme Introduction is necessary to introduce the RSP and its philosophy to the community members and seek their consent for accepting and adopting the core principles of RSP's social mobilisation approach. A standard programme introduction (See Annex A-3d: 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. Following from the programme introduction at the village/cluster level, in the coming days and weeks, 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.

1.3.3.2.3 CO Formation Process

The SO 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 A-3d: 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 agree, the SO 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 election/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 SMT 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 SMT should ask the community members about their views about savings and try to clear their misconceptions and answer their queries about savings. The SMT 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 RSP 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.

1.3.3.2.4 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, and will be eligible for the RSP support. The SMT/or RSPs district monitoring team will physically verify these criteria.

Table 1: Minimum Criteria for Recognition of CO

S.#	Indicator	Threshold	Means of verification
1	Member household	Minimum 10	List of members in the CO Register
2	ToP signed with RSP	All members signed or thumb impression on TOP	Copy of ToP in CO register
3	Selection of President and Manager	One each	Decision recorded in Karwai register and the first CO resolution signed by all members
4	Start saving programme	Each member of the CO saves some money with the CO	CO attendance and savings register and saving passbooks given to members

1.3.3.2.5 Adoption of Existing COs

Where male/female CO are formed under other projects in the BRACE programme areas these will be adopted under BRACE programme. The steps to be followed for adoption will include:

- i. Program Introduction with 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 BRACE programme, inclusion of new members and reselection of office bearer, etc;
- v. SMT will provide books of records developed under BRACE programme. From now onward, the CO will maintain its record on the new books and formats. However, the CO will keep the previous record intake; and
- vi. The President and Manager, of the adopted CO will be given CMST training. Therefore, the CO will nominate its President and Manager at this meeting or any subsequent meeting.

1.3.3.2.6 Preparing Micro Investment Plan (MIP) for the CO Member Households

Once the CO is formed the CO should develop a Micro Investment Plan (MIP) for each of its member households. MIPs will be developed by both men and women CO's. Poverty exists at household level hence, planning for poverty reduction must be focused at this level as well. 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 SMT should guide CO members that their MIPs should not be focused upon the help they expect from RSPs. Instead, they should conduct self-reliant planning keeping in view their own conditions and 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 SMT for further action (See Annex A-3a (v): Formats for MIP).

The SMT will compile the CO MIPs at the Revenue Village/settlement and Union Council level and use it for the planning, targeting and implementation of BRACE programme interventions such as Community Investment Fund (CIF), Income Generating Grants (IGG), Technical and Vocational and Education Trainings (TVET); Trainings and Enterprise Development & Marketing skills training.

1.3.3.2.7 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 run for four days and it will consist of brainstorming, interactive lectures, group work, individual tasks, etc. The training event will be held at the Field

Unit Office or at the UC level. Training contents will include topics on social mobilisation, managerial skills, planning, communication, CAT, record keeping, linkages and the methodology of the BRACE programme. Separate CMST will be conducted for the women CO leaders nominated from separate women COs. Initially, all trainings will be conducted by the Capacity Building Officer based at the SMT and District level, and later on, SOs and/or trained 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/PIU.

The contents will be finalised in the light of the revised CMST module. RSPN will train master trainers on the new module while the programme RSPs will roll out the training to communities.

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

1.3.4 Formation of Village Organisations (VOs)

1.3.4.1 General Definitions

VO: A 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 BRACE programme, separate VOs will be formed for women COs, however, in case of religious extremities, only men VOs could be formed. Otherwise, efforts can be made to form 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 BRACE 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 comprise of two 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 (2) 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 with 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 RSPs under the BRACE programme 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 stationary and photocopy, etc.) and to take small village level self-initiatives (for example organising events for village cleanliness, enrolment campaigns, celebrating international days, etc.). This may be done through collection of members' contribution from CO/VO members, donations from local philanthropists and members' contribution for delivery of different services to the community. The VO General Body should be left to 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 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. 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 RSPs will provide a single printed register with following sections (See Annex A-4a: Formats for VO register):

- i. VO Resolution Form for VO Formation, including List of Members;
- ii. Terms of Partnership between RSP 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 RSPs Social Mobilisation team will provide advice and training on how to keep and maintain the VO records updated.

1.3.4.2 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 Resources Persons (See Section 1.3.5 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.

1.3.4.3 Steps for VO Formation

The following steps will be followed for VO formation:

1.3.4.3.1 Initial Dialogue with COs

The SO 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 RSP 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 RSP staff should inform the COs of how a VO is 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.

1.3.4.3.2 VO Formation Meeting

The SO should hold 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 SO 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 RSP 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 A-4a: 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.

1.3.4.3.3 Recognition of the VO

- i. A VO will only be recognised by the RSP, if it meets the minimum criteria given in Table 2, and will be eligible for the RSP support. The SMT/or RSPs 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	ToP signed with RSP	Signature or thumb impression of all General Body members obtained on ToP	Copy of ToP in VO proceedings register
3	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
4	Decision about date, time and venue for holding of VO meetings		VO resolution and proceedings register

- 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; and
- 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 from the RSPs under the BRACE programme.

1.3.4.3.4 Adoption of Existing VOs

Where women and men VOs are formed under other projects in the BRACE programme areas these will be adopted under BRACE programme. 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. VO passes a resolution for inclusion in BRACE programme, inclusion of new members and reselection of office bearer, etc;
- v. SMT will provide books of records developed under BRACE programme. From now 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.

1.3.4.3.5 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 a five-days long training event 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 BRACE 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 practising 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 RSP 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; 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;
- x. **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;
- xi. **Community Resource Person (CRP):** Purpose, role and responsibilities of CRP, characteristics of a 'good' CRP, ToP of CRP and monitoring and remuneration of CRP; and
- xii. **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 Capacity Building Officer based at the SMT and District level, and later on SOs and/or trained CRPs will conduct the 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/PIU.

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

1.3.5 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, RSPs 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. At least three CRPs will be selected in each UC.

1.3.5.1 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 for e.g. two women CRPs can be hired from one locality so that they can move together in the field and can travel alone 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 neighbouring UCs.

A list of the potential CRPs should be prepared (See Annex A-5a: 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.

1.3.5.2 The Role and Responsibility of CRPs and SMTs in Social Mobilisation and Mainstreaming Cross-Cutting Themes

Under BRACE 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, environment and basic civic 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 UCDP;
- 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; and
- xiii. Submitting monthly progress reports to SMT on prescribed format (See Annex A-5b: 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:

- i. Developing monthly work plan for the CRPs (See Annex A-5b: Monthly Progress and Monitoring Report of CRP) Physically verifying the newly formed CO/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 BRACE programme 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 A-5b: 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, (first six quarters) 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 Organisers and Capacity Building Officers will attend this meeting, and at least 20% of these PPRMs will also be attended by a District Office/PIU representative. Each PPRM session will be on one of the CAT topics.

1.3.5.3 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 A-5c: Terms of Reference (ToR) for CRP). This could be adopted as it is or with modification as per RSPs' requirement. 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.

1.3.5.4 Training of CRPs

The CRPs will be trained and capacitated through a Five-days training event organised at Field Unit level on social mobilisation, CO formation processes, CIF, CAT and an orientation of the BRACE 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. Brief introduction and methodology of BRACE programme;
- iv. **Social Mobilisation and RSP:** Definition and importance of Social Mobilisation, the three principles of Social Mobilisation (organisation, capital and skills), three-tiered community institutions (CO/VO/LSO), introduction to RSP movement in Pakistan, the objectives and roles and responsibilities of the RSP;
- v. **Role of CRP:** Why do we need a CRP? What does a CRP do? What are the responsibilities of CRP?
- vi. Gender sensitization and inclusive approach;
- 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 having 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 LNS;
- 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 (See Chapter B on Community Investment Fund (CIF); and
- xv. **Community Awareness on Social Critical Issues:** One of the components of the BRACE programme 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 to conduct 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 trainings.

Note: Guidelines for planning and arranging training sessions is given in Annex A-1. Gender session to add in all trainings.

1.3.6 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 comprised of two parts; need assessment and 5 years action document. (See Annex A-4a(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):

1.3.6.1 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 A-2f: Format for Village Profile). This can be adopted as it is or modified in accordance with the RSPs' requirement.

1.3.6.2 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. The participants will be given guidance about practical and strategic.¹¹ In general, women do not take active participation in mix gatherings, therefore, separate VDPs will be prepared by women and men VOs. Later on, the SMT will consolidate both VDPs into one. The common activities counted one, while 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 elected local government representatives and the UC Secretary will be invited to participate in VDP development. The VO should also invite other important stakeholders such as the head masters/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: The 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, 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 RSP, other development organisations working in the village, 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 A-6a;
- 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 consensus or voting and entered in the VDP format given at Annex A-4a(v). After listing the activities in order of priority, for each activity, a realistic estimated budget should be assigned. This will form the annual VDP.

¹¹**Practical Gender Needs** are the needs of women or men that relate to responsibilities and tasks associated with their traditional gender roles or to immediate perceived necessity. For example, drinking water supply schemes, skills development and provision of credit to expand their business. **Strategic Gender Interests** concern the position of women and men in relation to each other in a given society. Strategic interests may involve decision-making power or control over resources. Examples are awareness raising about divorce and inheritance laws and linkages of women CIs with local government authorities for accessing resources.

1.3.6.3 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, given at Annex A-6b.

1.3.6.4 Approval of VDP and RMP

Once the VDP and RMP is finalised the VO should pass a resolution for the approval, as well as documenting the process of VDP development. The final VDP will have triplicate copies. The original copy will be kept by the VO; while one copy will be shared with the LSO (if formed at the time of VDP or shared later once formed) and one copy will be shared with the SMT. This VDP will be the basis for VO and SMT to implement activities at the village level.

1.3.6.5 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 RSP. 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 A-6c: ToRs for VO/LSO Special Committees).

In addition to this, the person responsible for each activity identified in the VDP should be regularly reporting 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.

1.3.6.6 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 in terms of financially and activity-wise). The format for the progress report is given at Annex A-6d.

1.3.7 Formation of Local Support Organisation (LSO)

1.3.7.1 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 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 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 from the RSPs under the BRACE programme and grants from other 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 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 members' contribution from CO/VO members, donations from local philanthropists and members' contribution 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 Development Plan (UCDP): A UDCP 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, minorites and gender mainstreaming should remain common themes in the UDCP.

LSO Books of Record: The RSPs will provide a single printed register to each LSO with following sections (See Annex A-7a: 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 RSP and LSO;
- iv. Attendance Register;
- v. Proceedings Record (Karwai);
- vi. Union Council Development Plan (UCDP); in Case of BRSP this would be separate document.
- 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 RSPs SMT will provide advice and training on how to keep and maintain the LSO records updated.

1.3.7.2 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 MLST.

1.3.7.3 Steps for LSO Formation

The following steps should be adhered to for LSO formation:

1.3.7.3.1 Initial Dialogue with VOs about LSO

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 RSP 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 officer-bearers and General Body, and process of its selection 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 an 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 A-7a (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.

1.3.7.3.2 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, either following actions should be taken or 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, Treasurer and General Secretary. 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 RSP 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 A-7a: 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 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.

1.3.7.3.3 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.

1.3.7.3.4 Recognition of the LSO

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

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 SM-MIS with member households.
	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

- (l) The LSO notified or registered with relevant government authorities will be eligible for sub-granting from the RSPs under the BRACE programme. The SMT should provide guidance and support in preparing their required documents for notification and registration with government authority.

1.3.7.3.5 Establishment of LSO Office

Each LSO once formed will be provided one-time cash grant/in kind support to establish its office, equipped with computers and MIS for grants management. 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. The LSO will be provided office furniture and equipment either by the RSPs or will be provided cash grant to establish its office. In case of cash grant, the LSO will arrange the office space and request the RSP for release of the fund via a resolution. The RSP will guide the LSO about purchase of furniture and office equipment. The LSO will purchase these items through a competitive bidding by at least three vendors. The purchased assets will be recorded in the Stock Register after giving each one of them proper tag numbers. The SMT will ensure that the procurement of the office furniture and equipment has been carried out in a proper manner. 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.

1.3.7.3.6 Selection and Training of Book Keepers at LSO level

After formation, each LSO will identify a Book Keeper responsible to manage 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. Women Book Keepers will be preferred where available. 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 and ToRs. The Book Keeper will be provided a four-days training on record keeping, financial management and training on how to operate the MIS maintaining the LSO financial records and accounting. Account/CIF Assistant of RSP based in each 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: Guidelines for planning and arranging training sessions is given in Annex A-1.

1.3.7.3.7 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 Human Resource Development Officer/Capacity Building Officer based at the district level. 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 bylaws 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 RSPs 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 Accounts and Books of Record: Accountability of LSO towards its member VOs, COs, RSP, donor and other stakeholders. 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.

Advocacy: What is advocacy, how to do advocacy with stakeholders (government line departments) and other stakeholders?

Social Accountability of Local Authorities: 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 A-1.

1.3.8 Union Council Development Plan (UCDP)

The UCDP is an essential mechanism for achieving the purpose of LSOs becoming self-regulated and sustainable organisations of the communities. The UCDP 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.

A UCDP 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 UCDP. Format for UCDP is given at Annex A-7a(v). Separate UCDPs will be prepared by women and men LSOs where women LSOs exist. Later on, the SMT will consolidate both UCDPs into one. The common activities counted one, while the different activities prioritized by men and women LSOs will remain intact in the common UCDP. Copies of the common UCDP 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 UCDPs. The following process will be followed to prepare the UCDP:

1.3.8.1 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 will annually update the UC profile. Format for Union Council Profile is given at Annex A-2g; this can be adopted as it is or can be modified as per RSPs' requirement and can be part of UCDP.

1.3.8.2 UCDP Preparation Meeting

The UCDP should be prepared in a participatory manner and should have consensus of both men and women members of LSOs. The UCDP, 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 UCDP 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 UCDP 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 RSP SMT/District Office should also participate in this meeting and facilitate the LSO in preparation of the UCDP. 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 UCDP. 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 UCDP 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 UCDP;
- iv. Example of potential activities that can be included in UCDP is given in Annex A-6a;
- v. **Preparation of Budget:** After listing the activities in order of priority, for each activity, a realistic estimated budget should be assigned. Help from the SMT can always be obtained in this regard. This will form the UCDP. The priority should be given to gender and women related activities. The RSP staff will explain the participants that by doing so, they will be able allocate their resources to the most deserving segments of their community, and this will result in making women active citizens of their society.
- vi. **Consolidation of Men and Women UCDPs:** As stated above, separate UCDPs 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 UCDPs into one on the same day or any other day.

1.3.8.3 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 General Body in a meeting with all LSO members. The format for the LSO RMP is annexed at Annex A-8a.

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.

1.3.8.4 Approval of UCDP and RMP

Once the UCDP and RMP are finalised the LSO General Body should pass a resolution documenting the process of UCDP and RMP development and approval. The final UCDP/RMP will have duplicate copies. The original copy will be kept by the LSO while the other copy will be shared with the SMT. The UCDP will be shared and endorsed by the UC Chairman and Secretary, where possible. The approved UCDP/RMP will be the basis for LSO and SMT to implement development activities at the UC level. Later, the LSO will share their UCDP LSO Network at Tehsil/District level, relevant government authorities and other development organisations to include their needs in the development planning.

1.3.8.5 Sharing of UCDP with Joint District Development Committee (JDDC)

Once the Joint District Development Committee (JDDC) is formed the LSO Network will develop a consolidated version at Tehsil/District levels and share them with JDDC. This point has been elaborated in 16.3.

1.3.8.6 Implementation, Monitoring and Reporting of the UCDP

The LSO should discuss the UCDP 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 RSP first. 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 may form various sub-committees for implementation of the UCDP. The LSO should be guided to form Special Committees for smooth and proper implementation of the activities planned in the UCDP. These may include 1) Project Committee, 2) Finance and Audit Committee, 3) Monitoring Committee, 4) CIF Committee, 5) Health Committee, 6) Education Committee, 7) Youth Committee, 8) Gender Mainstreaming Committee, 9) Peace and Pluralism Committee. The Committees should be formed to assist the Executive body and General Body in 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 A-6c.

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 UCDP activities. The LSO should record its progress against planned activities in the LSO Monthly Progress Report format given at Annex A-7a (vi) on monthly basis. After formation of JDDC the LSO will also share its progress on UCDP and VDPs of member VOs in the JDDC meetings.

1.3.8.7 Annual Review of the UCDP

At the end of each year the General Body should review the UCDP in an annual UCDP 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 A-6d.

1.3.9 Conferences/ Activists Workshops for LSO/VO/CO

The SMT will organise quarterly Activists Workshop/conferences at the Field Unit level once sufficient number of CO, VOs and LSO are formed at the SMT 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. The Activists' Workshops will be held regularly on a quarterly basis in each field unit. These workshops will provide an opportunity for the 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 BRSP 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. This will help establish a link between the local government and community institutions. The RSP 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 District Program Manager (DPM) 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 of the event will be displayed in the hall for visibility; and
- vi. An event report will be developed on completion of the event.

1.3.10 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 learnt among themselves and with other civil society organisations working in the tehsil and district. When the JDDCs at the Tehsil and District level are formed the LSON will represent the LSOs in the JDDC.

As the core function of the LSON is networking and communicating the work and voices of the LSOs at the Tehsil and District level with the government authorities and other stakeholders, the LSON does not need a formal structure as the LSOs have, like written bylaws, 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 and government departments. Sample Terms of References has been given in Annex A-10 and Annex A-11, for governance and management of LSO Network at Tehsil and District levels.

1.3.10.1 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 LSO Networks 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 gradually create synergies, mutual understanding and confidence and establish norms for working relationships over time.
- ii. **Dialogue with LSOs Regarding LSON Formation:** The SMT should discuss the idea of LSON 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 LSON and nomination of members into the General Body of the LSON.
- iv. **Organise LSON Formation Workshop:** The workshop should be facilitated by the RSP district staff. The women and men participants of the workshop should be the nominated General Body members of 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 LSON;
 - 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 LSON;
 - 4) To select gender balanced Office-Bearers from General Body through consensus;
 - 5) To get agreement on the ToP between the LSON and the RSP 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 RSP Team and hand over its copy to the LSON leaders.
- v. **Support in Establishing working Relationships with Government Departments:** In order for establishing working relationships and partnership between the LSO Network and external agencies, the RSP should arrange briefing meetings of LSO Networks with government departments, Civil Society Organisations and donors.

1.3.10.2 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 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 formation of District LSO Networks. The Tehsil LSONs will nominate at least two members to represent them in the District LSON. The General Body of the District LSON then will 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 LSON with the General Body members of the Tehsil LSONs 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 LSONs to form the District LSON and nomination of members into the General Body of the District LSON.
- iii. **Organise District LSON Formation Workshop:** The workshop should be facilitated by the RSP 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 LSON;
- 2) To ensure that the participants had properly understood 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 LSON;
- 4) To select/elect gender balanced Office-Bearers from General Body through consensus;
- 5) To get agreement on the ToP between the District LSON and the RSP 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 RSP Team and hand over its copy to the District LSON leaders.

- iv. **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 RSP should arrange briefing meetings of the District LSON with government departments, Civil Society Organisations and donors.

1.3.10.3 Consolidation of UCDPs 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 UCDPs 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 A-11 for this purpose.

1.3.10.4 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 RSPs. 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.

1.3.11 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 always feel that the RSP's social guidance in nurturing and strengthening these institutions of the people would always be there for them.

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 A-9. The RSPs M&E section will conduct annual Institutional Maturity Index (IMI) survey of sample community institutions (COs/VOs/LSOs) and share the results with these institutions, the RSP management and other stakeholders.

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

Note: Details about the IMI surveys can be found in the M&E framework of BRACE programme developed by RSPN.

1.3.12 Facilitate Experience Sharing among Community-based Organizations through Arranging Manager Conferences

Transformation and learning are an important part of social mobilisation. This contributes towards making community-based organizations 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 experiences with communities. The RSPs 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 in each field unit. 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 A-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.

1.3.13 Arrange Knowledge Sharing Exposure Visits for Community Activists and LA's and LSO Representatives

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 the Exposure Visits.

- i. Prepare a proper agenda with exposure visit plan outlining the Objectives, Places and Organizations of visits, time and facilitators;
- ii. The visit plan should ensure the opportunity for participants to learn about best practices of women and gender related initiatives¹²;
- 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 A-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.

1.3.14 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 and to relax. This has proved to be an important way of reducing tensions in conflict areas. Along with being given equal opportunities for growth and development it is essential to engage youth girls and boys in constructive and productive activities that encourage tolerance and urge them to respect the rights of all. 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/UCDPs 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 Agencies;
- iii. Display messages on peace and pluralism, harmony, gender, youth development, cultural cohesion, etc;
- iv. Proper display of event banner with title of the event according to the EU visibility guidelines;
- v. Maintain proper record of registration and attendance of the participants (see Annex A-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.

¹²For example active women COs, VOs and LSOs in SUCCESS districts of Sindh, their linkages with government line agencies and their self-initiatives in civil documentation, re-productive health and conflict resolution.

1.3.15 Prepare and Deliver training on CAT & CIF to CRPs

Potential CRPs will be identified and trained on social mobilisation, CO formation processes, and an orientation of the BRACE programme by using the CAT manual. The CAT manual will be translated and printed in the Local language by RSPN for the field staff. RSPN will also provide soft copy of the designed version of manual to BRSP for further printing. BRSP will print additional copies for CRPs. A copy of the manual will be given to each CRP for future reference. After completion of training, these CRPs will be responsible to conduct sessions in each of their assigned COs on CAT. They will prepare a work plan, share it with their respective SMTs. The RSPs will assess their performance on monthly basis.

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

1.3.16 Training of Local Government, District Department Officials and LSO Representatives on Participatory Development Planning

One of the key focus of the action is to promoting 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.

RSPs 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 (2-3 days duration) along with an exposure visit in other Programme districts will be conducted. Selected LSO representatives will also attend these trainings. This will build the capacity of the government officials/elected representatives to better understand the three-tier social mobilisation process, Programme interventions and the local level development process through the LSO/VOs. These events will be rolled out in 2nd year of the Programme duration and continue for four years. 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. Exposure visit LSO/LSOs to see their UCDP 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 A-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.

1.3.17 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. For this, 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 sustained ability 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, capacity building of government officials and the joint working committee 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 following activities will be undertaken to foster the development intermediation amongst the CIs and the Local Government.

1.3.18 Support to Establish Joint District Development Committees at Tehsil and District level

Under the BRACE programme, Joint District Development Committees (JDDCs) for both local authorities and community representatives will be institutionalised at Tehsil and District level and regularly convene, in order to serve as a forum to plan, implement and monitor the local development plans. A total of 39 JDDCs, eight at District and 31 at Tehsil Level will be formed and notified by the concern Government department.

The RSPs BRACE programme staff at the Field Unit and District level will work with the LSOs and District government to help establish JDDCs based on nominations received from the government, LSOs and RSPs. The programme staff will start the interaction and sharing progress of the BRACE programme interventions with the government authorities' right from the onset of the programme to take them on board. However, the JDDCs are expected to be established in the second year of the programme implementation, after some LSOs have been established in each district and the Technical Assistant of EU to the government of Balochistan to develop the local Community-Driven Development (CDD) policy takes some shape. It is essential that there is an ownership of the programme approach and notification in this respect comes to the District authorities in this respect.

1.3.18.1 Composition and Chairmanship of JDDC

The composition of the JDDC membership may be as follows (with gender equity):

- i. Representatives of LSOs at Tehsil level and/or representative of LSO Network (LSON) at District Level;
- ii. Representatives of Government Line Departments at tehsil/district level;
- iii. Representatives of committees (if exists) to address children and women issues (Child Protection Committee, District Legal Empowerment Committee, etc.);
- iv. Representatives of local Elected Bodies including men, women, peasants, minorities, etc.;
- v. Representative of the RSP working in the districts;
- vi. Representatives of Civil society organization, work in on community development and women issues; and
- vii. Representatives of local media.

The JDDC meetings will be chaired by a senior government official or will be decided at the time of the formation of the JDDC. The LSO Network/RSP will facilitate in organising the JDDC meetings.

1.3.18.2 Objectives and Functions of the JDDC

The key objective of JDDCs is to create synergies between the RSPs, Community Institutions and local administrations/departments and externally supported development investment in the programme districts in the planning of BRACE programme interventions. This participative planning approach will provide a learning platform for all actors concerned to avoid duplication of efforts and monitoring of collaborative efforts to impact development results. It will also contribute to the elaboration of a dedicated Balochistan Government policy for local CDD to be implemented through the budget process from 2019 onwards.

The Joint Development Committee (JDC) will have the following functions:

- i. The RSPs share the overall BRACE programme interventions plans and progress at Union Council, Tehsil and District Level. The RSPs will also share CPIs for obtaining approval from the JDDC.
- ii. The LSOs share and review VDPs and UCDPs developed by the community institutions so that the needs identified by the communities be incorporated in the government and other development organisations' plans.
- iii. The government share the Tehsil/District development plans, budget and progress.
- iv. Other NGOs and Civil Society Organisations to share their development plans
- v. Share new development initiatives, research findings and development activities of mutual interest among stakeholders.

1.3.18.3 Meetings of JDDCs at District level

The JDDC will conduct meetings every three months. These meeting will be attended by the JDDC members including the LSO representatives, government officials, and RSP staff. During the meetings, main agenda items will be shared including the village and UC level development plans, progress of the project interventions and the Tehsil and District government plans and implementation status. This forum will also provide an opportunity for the LSO representatives to review the government plans and discuss strategies to improve access to public sector social services. Representatives from other NGOs may also be invited to share their plans (on the case to case basis).

1.3.18.4 Capacity building of Local Govt. Officials and Community Representatives

RSPs will work with the District Government and line departments for selection of government officials/elected representatives for the capacity building programme. A series of trainings (2-3 days duration) along with an exposure visit in other programme districts of RSPs will be conducted. These trainings 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. These events will be rolled out in the 2nd year of the project duration and continue for four years.

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

- i. HID section at HO will develop gender sensitive training modules;
- ii. DPC/PM BRACE programme will invite Govt. departments and LSO to nominate their representatives;
- iii. HID section will arrange the gender sensitive training and gender balanced exposure visits;
- iv. HID will maintain registration and other relevant record of the events; and
- v. HID will prepare a training/exposure report.

1.3.19 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 RSPs and 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 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.

RSPs will build the technical and managerial capacities of these women and men institutions¹³ to achieve the above mentioned purposes. The details of the procedures are covered in chapter three (3) of this manual. It has also strengthened social mobilisation on a sustainable basis by directly encouraging the creation of community-based institutions, kept them active and functional and has also enhanced participation of the poor in such institutions. It has also resulted in improving the livelihoods of individual borrowers and their households.

¹³For example, RSPs will provide basic training to the leaders of COs, VOs and LSOs on management and operation of their organisation, planning, implementation and monitoring of development activities, fund raising from internal and external sources and record keeping to ensure transparency and accountability.



2 CAPACITY BUILDING OF COMMUNITIES TO ASSERT THEIR RIGHTS AND HOLD LOCAL AUTHORITIES ACCOUNTABLE

2 CAPACITY BUILDING OF COMMUNITIES TO ASSERT THEIR RIGHTS AND HOLD LOCAL AUTHORITIES ACCOUNTABLE

2.1 Preparation of District Development Strategy & Plans

The BRACE programme will support and facilitate the target communities and local authorities to jointly undertake spatial development planning through a participatory needs identification and prioritisation process to establish VDPs and UCDPs, to be consolidated 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. Efforts will be made to leverage and mobilise at least 10% of the development plans' resources from other sources.

External consultant services will be acquired to facilitate the process at district level developing district development strategy and action plans by integrating the plans developed by the community at village and UC levels. These plans will provide a short to medium term framework for development investment in the UC/district, which will assist the LSO to mobilise at least 10% of the development plans resources mobilised from other sources than government for the prioritised activities, as well as help the government and other development agencies to create synergies and coordinated efforts avoiding duplication of efforts.

Local Government is considered the third tier of Government and the first interface between the citizens and the State. The journey of elected local governments is not very consistent in Pakistan. Balochistan is no exception to these infrequent trends. Local Governments, if allowed to work in an enabling environment, can help restore the trust of the citizen in the state institutions and also can open the window for development. Under a structured and consultative process, the BRACE programme will assist the BRDA in developing a comprehensive but customized training course/curriculum based on the role and responsibilities of different tiers of local governments. Government of Balochistan does not have sufficient technical capacity and financial resources to orient and train the elected as Chairman, Vice Chairman, Mayor and Deputy Mayor and newly elected local government representatives at the lowest level of governance tier i.e. the Union Council.

The activities will be implemented in such a way that they ultimately contribute to the Government of Balochistan's commitment to its citizens by vesting the local bodies with financial, administrative and political authority for improving the effectiveness of the local government system through building capacities of the elected representatives.

2.2 Prepare Household, Village and UC Development Plans

In the RSP's social mobilisation methodology, the CIs develop household plans (MIP) to discuss at CO level, VO plans at village level and LSO plans UC level to address their collective needs. The principle is that such plans should normally be based on the assumption that the work can be done on a self-help basis with internal and external resource mobilisation. The programme will work with the COs, VOs, LSOs, LSO Networks and local government, to conduct assessments to identify and prioritise community needs at three levels. This process will make use of a range of assessment tools including community mapping (to identify existing resources and gaps), and focus group discussions to triangulate information about community needs. Based on the inputs from activities under Result 1.1, each VO/LSO will be assisted to develop medium term Village Development Plans (VDPs), UC DP and District Development Plans for a five-year period. On average, each UC

will develop 14 VDPs for the census villages and in total there will be eight District Development Plans/strategy, 249 UCDPs and 4,091 VDPs developed over the life of the project. The piloting in 249 UCs and implementation of the 363 schemes under this proposed action will, therefore, create a demonstration effect, as well as a tool for lobbying and advocacy to fund the VDPs and UCDPs.

The UC will be the basic development unit for allocation of resources, however funds for community-based development investment interventions will be prioritized and allocated based on VDPs and UCDPs jointly prioritized and finalized by communities in consultation with the local government and involvement of other stakeholders, like private sector and development agencies, through the District level JDDCs on a regular basis. In order to demonstrate the utility and effectiveness of the participatory planning and interactions between communities and the local government through and joint development of VDPs and UCDPs, the action will fund (providing sub-grants ranging between € 1,000 to 20,000) up to 363 prioritized community infrastructure projects including such as water supply schemes, rehabilitation of primary schools or health units, vocational training centre for women, community centre, village library, etc. based on existing RSP's practice against the prioritized targets of VDP and UCDP at community, village and UC levels. CIs will be the recipient of these grants as beneficiary organizations. Gradually, over years two and three of the programme, through demonstration of success stories, it is expected that these pilot projects will be leveraged to encourage the local government and other development partners to match similar numbers in the UCs and/or contribute to the project costs.

2.3 Coordination and Consolidation of the Development Plans and Strategy at District Level

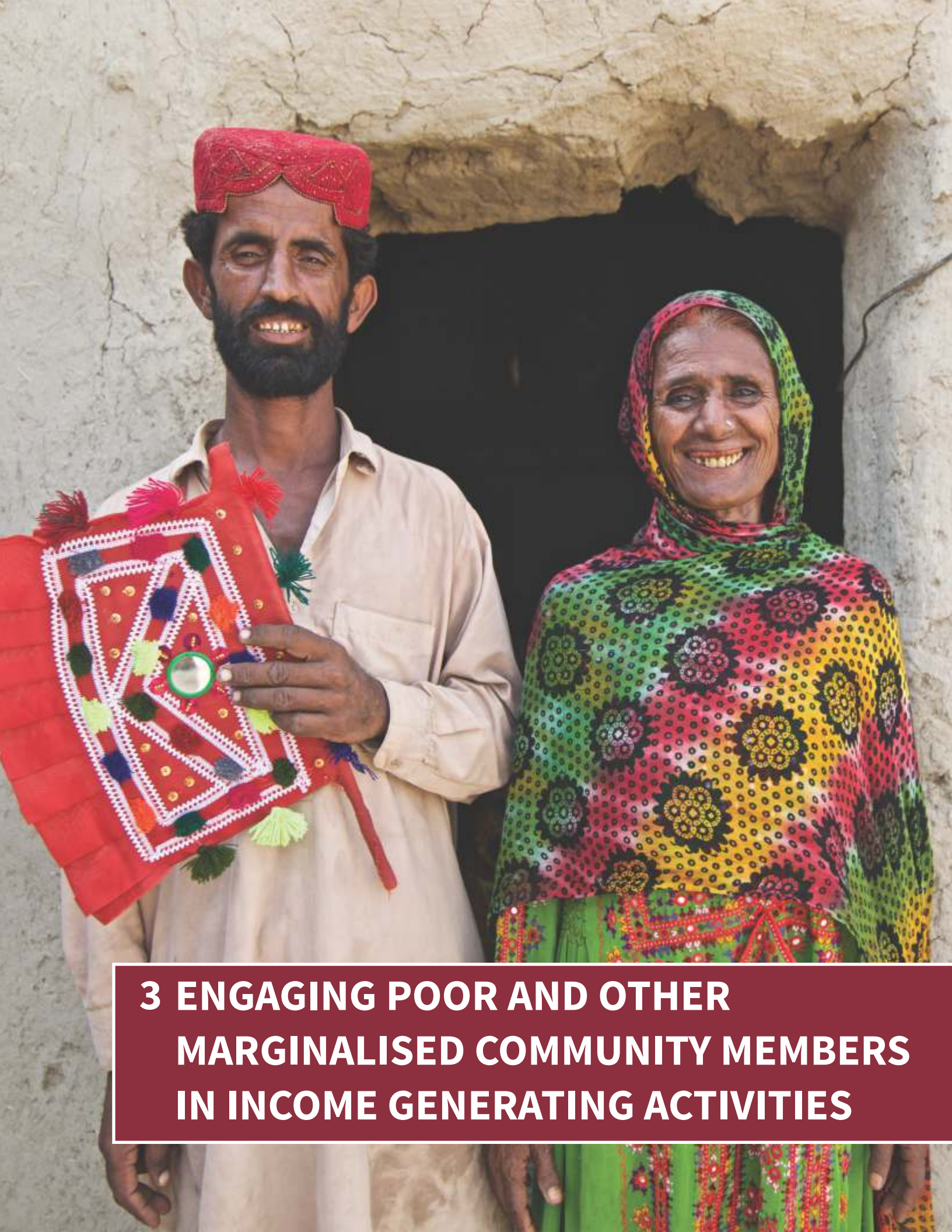
In the current scenario of public sector financing of projects, it is challenging for the government to commit allocation of resources to fund the plans. However, it is hoped that as the local government system is in place, resource allocation to fund the VDPs and UCDPs will be made. Besides, RSPs will work with the LSOs and the government to find resources from various donors and development agencies and through public-private partnerships to fund priorities of the plans at local levels. During the course of action, seven district development plans along with resource mobilisation strategies will be prepared and presented to GoB for resource allocation and addressing the needs of community. The following steps will be involved in preparation of the consolidate District Development Plans;

- i. RSPs will discuss the matter with district Government and get their consent;
- ii. RSPs will prepare a draft plan of action in consultation with District Government;
- iii. RSPs will collect VDPs/UCDPs and prepare a gender sensitive district level prioritized list of development activities and share and validate it by District LSO Network;
- iv. RSPs will share the prioritized list of development activities with district Govt. for incorporation in district development plan; and
- v. District Government will incorporate all or selected prioritized activities shared by communities into their district development plan following the proper procedures.

2.4 Adoption and notification of District Development Plans by the JDDCs

The Programme RSPs and LSO networks at the district level will closely coordinate with the district councils and local authorities to adopt and formally notify the developed district development strategy and plans which will formally be presented to the JDDCs for adoption and notification. These plans will further be communicated to provincial level through regular government process and procedures to apprise the GoB's Annual District Development Planning, and for resource mobilisation.

BRSP and NRSP will document resources allocated to development activities incorporated in the JDDCs from the UCDPs/VDPs and will highlight in their BRACE programme progress reports.



**3 ENGAGING POOR AND OTHER
MARGINALISED COMMUNITY MEMBERS
IN INCOME GENERATING ACTIVITIES**

3 ENGAGING POOR AND OTHER MARGINALISED COMMUNITY MEMBERS IN INCOME GENERATING ACTIVITIES

3.1 Introduction

The BRACE programme aims at stimulating an average 25% 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:

1. Provide Technical Vocational and Education Training (TVET) for community members;
2. Educate illiterate women community members through Adult Literacy and Numeracy courses;
3. Provide Income Generating Grant (IGG) to the poorest of the poor members;
4. Provide Community Investment Fund (CIF) to the community institutions to revolve in the form of micro loans for the eligible members; and
5. Provide Micro Health Insurance to selected poorest member families.

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

3.1.1 Purpose

One of the key activities under the BRACE programme is to provide Technical, Vocational and Education Training (TVET) to poor community members, especially women. 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 (self) employment.

3.1.2 General Policy and Procedures of TVET

- i. Under the BRACE programme, a total of 3,098 (BRSP 2110, NRSP 988) men and women will receive TVET;
- ii. The target groups (0-23) on PSC including:
School drop outs, unemployed, marginalised/deprived groups such as poor women, disable and youth to start income generating activities through (self) employment.
- iii. The trainings will be done by fully accredited structures (Training Providers) in line with the current EU-funded TVET programme;
- iv. Separate trainings should be conducted for women and men. The women trainees should 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 competitive bidding process, following the EU procurement rules and guidelines, once for the whole period of the programme. This will serve following two purposes:
 - a. to ensure that operations comply with the EU awarding principles; and
 - b. to obtain the quality of services, at the best possible price.
- vi. The training type and beneficiaries will be identified and selected using demand-driven approaches; and
- vii. RSP itself can provide trainings in the sectors for which they are TVET certified.

3.1.3 Field Implementation Process

3.1.3.1 General Process

- i. The RSP 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 age 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 TVET from the BRACE programme.
- iv. The COs/VOs and Community Resource Persons (CRPs) will facilitate the RSPs' Social Mobilisation Team (SMT) in the identification, selection, and registration of beneficiaries for the TVET component;
- v. The training will be provided by the fully accredited structure in line with the EU-Funded TVET programme, 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;
- vi. 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 of RSPs 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 C-5);
- vii. 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 and regularly updated based on the needs identified by the community institutions; and
- viii. Curriculum for each training trade will be developed by the TVET service provider.

3.1.3.2 Specific Process

3.1.3.2.1 Identification and Selection of Technical and Vocational Skills Training Participants

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 C-1);
- Step 2:** SMT conducts a Training Need Assessment (TNA), and screening of each potential women and men trainee identified by the CO/VO. This assessment will include 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 C-2);

Step 3: Based on the list of selected trainees, the Livelihood Officer at the SMT/District will prepare a list of trainees, training trades-wise, and send to the Livelihood Coordinator(LC)/SPO Human Resource Development (HRD) based at the HO/PIU in regular intervals. (Format for list of selected trainees is given in Annex C-3); and

Step 4: The LC/SPO HRD at HO/PIU, using the list received in step 3 will prepare a training calendar and share with the selected TVET service provider in regular intervals. (Format for Training Calendar is given in Annex C-4).

3.1.3.2.2 Planning and Conducting TVET

Step 5: The TVET service provider will develop training plans according to the training calendar received from the RSP and share the final date, venue, and information about the logistic arrangements made for the training with the LC/SPO HRD HO/PIU;

Step 6: The LC/SPO HRD HO/PIU will share the final training plan with the concerned SMT/District Capacity Building Officer (s) 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 RSP 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, capacity building officers and the monitoring staff 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 RSPs 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 HRD section of RSPs. The RSP HRD professional will enter the information in the BRACE programme MIS. The list of TVET trained persons will also be shared with the concerned community institutions by the HRD staff of RSPs.

3.1.3.2.3 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 support in establishing better market links. For this purpose, short term consultancy services will be hired to do local market assessments, prepare knowledge bases for effective and efficient marketing of the local produce. This information will be shared with these small entrepreneurs at the village level. The RSPs 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.

3.1.3.2.4 Records and Documentation

The RSPs will keep the following records about the TVET component:

- i. Details of women and men trainees identified at community institution level;
- ii. Trainees selected at RSP level;
- iii. List of trades identified at RSP level;

- 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, will be maintained and timely shared with the respective RSPs. 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.

3.2 Training of 456 Men and Women in Vocational and Technical Skills by NRSP

3.2.1 Introduction

NRSP's Human Resource Development section will design training as per needs identified by the local community members, especially women. The training courses will be finalized in consultation with the national certification authorities (Skills Development Council, National Training Bureau) so that the planned training courses are certified and at the end of the course the participants receive a certificate of an accredited institute. NRSP will provide a detailed schedule of the training events, its organization, location, duration (start and end date) and contact persons to the community institutions. This information will be communicated to the selected training beneficiaries through SOs / CRPs. During the training, participants will also be instructed on business management skills and how to find employment in the job market. During the training, capacity building officers and the monitoring staff 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.

Below are the steps to carry out this activity.

3.2.2 Field Implementation Process

3.2.2.1 General Process

- i. 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;
- ii. The eligibility criteria for TVET beneficiaries will include:
 - a. Be a 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 age of 18 – 45 years.
 - d. Both men and women from the organised household can participate in the training offered by NRSP. However, the percentage of men trainees should be below 50% compared to women trainees.
 - 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 TVET from the BRACE programme.
- iii. The COs/VOs and Community Resource Persons (CRPs) will facilitate the RSPs' Social Mobilisation Team (SMT) in identification, selection, and registration of beneficiaries for the TVET component;
- iv. The training will be provided by fully accredited structure in line with the EU-Funded TVET programme, 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;

- v. 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 of NRSPs the trades for TVET may include tailoring, plumbing, electrician, carpentry, welding, fixing home appliances, handicrafts, computing, driving, masonry, handicrafts, beauticians, teaching, agriculture, livestock, etc. (List of potential training trade are given at Annex C-6);
- vi. 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 and regularly updated based on the needs identified by the community institutions; and
- vii. Curriculum for each training trade will be developed by NRSP.

3.2.2.2 Specific Process

3.2.2.2.1 Identification and Selection of Technical, Vocational & Education Training Participants

The following 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 at Annex C-2).
- Step 2:** SMT conducts a Training Need Assessment (TNA), and screening of each potential women and men trainee identified by the CO/VO. This assessment will include 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 at (Annex C-3).
- Step 3:** Based on the list of selected trainees, the Capacity Building Officer at the SMT/District will prepare a list of trainees, training trades-wise, and send to the Livelihood Coordinator(LC)/SPO based at the HO/PIU in regular intervals. (Format for list of selected trainees is given at (Annex C-4).
- Step 4:** The LC/SPO HRD at HO/PIU, using the list received in step 3 will prepare a training calendar. (Format for Training Calendar is given at Annex C-5).

3.2.2.2.2 Planning and Conducting TVET

Step-1: Labour Market Assessment

Identification of potential training trades through labour market assessment (information will be collected from market, local industry, places associated with employment opportunities, off farm and on farm employment opportunities, community needs etc., accordingly a report will be finalized which clearly mentioned potential training trades for both men and women.

Step-2: Development of Training Portfolio

In the light of labour market assessment findings, detailed training portfolio will be developed which includes long terms and short terms training for both men and women, this training portfolio will enhance the understanding of project staff about potential training trades and also enable them to educate communities during regular community meetings about the market demand, employment potential, business opportunities and associated required skills, training trades and learning opportunities.

Step-3: Local Training Facilities/Resource Persons/Vocational and Technical Trainers

Project will identify potential resource persons, vocational and technical trainers, static and mobile training facilities (private, public) against the training trades as identified and listed in the training portfolio, project will sign MoU /Contract

/Agreement according to the engagement level of potential training facilities and resource persons/trainers, project can also develop or establish local/mobile training facilities at village/UC level depending upon the need and potential.

- **Mobile Training Facilities**

For mobile training facilities project will ensure proper training venue, seating arrangement, possible facilities (electricity and water), ensure possible safety and security measure, equipment, tools, consumable and non-consumable material, qualified resource person/trainer, etc.

- **Training Modules**

All vocational training events will be conducted through accredited training modules as developed and available with different TVET training agencies including TVETA, NAVTEC, SDC, NTB, NRSP, etc., additional session on life skills and business management skills will be included in the training modules to enhance the probability of training utilisation in effective manner.

Step-4: Training Need Assessment and Career Counselling

The need of vocational and technical skills will be identified through community, community organizations will identify potential trainees in CO meeting through resolution and project staff will assess the identified training need accordingly. Career counselling is part of need assessment and vocational training process and through this project will able to identify right person for right trade/skills, this also enhance youth understanding about the job market and available market opportunities in term of jobs and business. Staff will be oriented about career counselling techniques and accordingly they will use platform of community organisations to further awareness of community members/potential trainees.

Step-6: Development of Training Plan

Project will develop a compressive training plan and training calendar, training plan will includes tehsil wise quarterly and yearly training targets and training calendar includes training trades, training location, training institute/resource person, name of coordinator and contact person, maximum number of participants against each training/trade, participants profile, training duration and other associated information accordingly to the requirement, this training calendar will be developed in the light of findings of training need assessment.

Step 7: Selection of Trainees/Formation of Batches/Groups and Enrolment

Project staff will select potential trainees for enrolment with static and mobile training facilities as arranged for the project clients within the village/union councils, a MoU will be signed with the all selected trainees which clearly mentioned the role of CO, trainee and project, participants will be briefed about the all logistic arrangements and information associated with the vocational training programme, training batches will be formed according to the training calendar and participants will be enrolled in the training.

Step 8: Conduction of Vocational Training, Monitoring and Quality Assurance

According to the enrolment, vocational training will be conducted at static and mobile training facilities, project will ensure availability of quality resource person, equipment's, tools, material as required to impart quality training, regular monitoring visits from project staff will be ensured and review of ongoing training will be conducted, feedback will be shared with the trainers/training institute for further improvements if required. Proper record of trainers and trainees attendee will be maintained and almost 80% focused will be given to practical work along with 20% theory.

Step 9: Soft Skills – Life skills, Business and Enterprise Development Training

Soft Skills – Life skills, Business and Enterprise Development training will be integral part of each vocational skills training, this training includes sessions, market visit and meeting with sector experts , this training also enhance participants The training sessions include life skills, business communication skills, basic financial management, business plans, accounting, Office/Shop management, staff management, confidence building, gender, positive thinking, CV development, how to appear in interview, workplace ethics, decent work, occupational safety and health, etc.

Step 10: Accreditation or Certification of Participants

Project will ensure proper certification of trainees, certificate of participation will be awarded to the all trainees, and this certificate will be issued by concerned training institute, NRSP¹⁴ and Skills Development Councils, all training will be implemented through accredited modules. Record of all participants will be managed in formal management information system

Step 11: Post Training Facilitation

Upon the successfully completion of training, project will facilitate graduates through post training services, following services could be managed for the potential participants.

- Information about employment /job opportunities;
- Information about start up business fund, microfinance institutes;
- Information about industry, market; and
- Facilitation in development of required documents such as CV, Character Certificate, application, etc.

It is expected that due to these services the probability of income generation or saving and earning livelihood increased significantly.

Step 12: Market Connectivity Plan

Project can ensure market connectivity and use below mentioned mechanism of market connectivity, which includes

- Joint meetings with local employers
- Participation or arrangement of exhibition
- Job festival
- Linkages with financial institutes
- Showcase the work of trained participants

3.2.2.2.3 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 support in establishing better market links. For this purpose, short term consultancy services will be hired to do local market assessments, prepare knowledge bases for effective and efficient marketing of the local produce. This information will be shared with these small entrepreneurs at the village level. NRSPs 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.

3.2.2.2.4 Records and Documentation

NRSPs will keep the following records about the TVET component:

- i. Details of women and men trainees identified at community institution level
- ii. Trainees selected at NRSP level
- iii. List of trades identified at NRSP level
- iv. List of Training Institutes
- v. List of pass out and drop-out trainees

Guidelines for planning and arranging training are given at Annex A-1 as an example.

¹⁴As NRSP had MOUs with National Training Bureau, Government of Pakistan and Skills Development Council, Government of Pakistan for course accreditations and certification of vocational training participants, accordingly new MOU will be signed in the light of identified training trades under this project.

3.3 Training of Community Women Members in Adult Literacy and Numeracy Skills (ALNS)

3.3.1 Purpose

Literacy is a worthy end itself. Literacy, like oral language, is the birth right of all human beings due to the role it plays in cultivating human potentials. 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. A total of 10,720 (BRSP 8440 & NRSP 2,280) women will participate in numeracy and literacy skills training.

3.3.2 General Procedures for ALNS

- i. Once identified through CIs, 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. Final selection will be done on the basis of individual interviews of the selected beneficiaries to assess their willingness, future plans and confirmation by the concerned CO/VO;
- iv. RSPs will implement this activity using the Adult Literacy and Numeracy course developed by National Commission for Human Development (NCHD). The RSPs 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.
- v. NCHD/training institute will provide technical backstopping in the form of:
 - a. Training to RSP staff and teacher to Adult Literacy courses
 - b. Provide training/reference materials and manuals, to field staff of RSPs
- vi. The women trainees will be allowed to bring their siblings/male relatives/infants with them to cater to their special needs; and The RSPs will sign a MoU with NCHD/training institute to carry out the LNS activities systematically.

The format of MoU has been given in Annex D-1.

3.3.3 Specific Procedures for ALNS

The following steps should be taken by RSPs to carry out the activity:

3.3.3.1 Selection of Trainees

- i. Using the PSC data, the RSPs will prepare village wise lists of illiterate women in the age bracket of 18 to 45. See Annex D-2 for the survey format;
- ii. The VOs will identify women who are willing to attend LNS classes in consultation with their COs. The SMT will validate the identified women using the selection criteria. See Annex D-3 for the resolution of illiterate women format; and
- iii. The selected women will be nominated by their respective COs via a resolution submitted to the RSP via their VO.

3.3.3.2 ALNS Centres Venues

The LSO/VO will identify the venues for the LNS centres and the SMT validates suitability of the venues.

3.3.3.3 Selection, Hiring, Training of and Payment to Adult Literacy Teacher:

The RSPs will select a local Adult Literacy teacher for each centre in consultation with the LSO/VO. The RSPs will sign a ToR with the teachers. A sample ToR has been given in Annex D-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 RSPs will arrange the trainings;
- vi. The RSPs 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.

3.3.3.4 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 D-5;
- ii. The SMT will submit a request for payment of the monthly salary of the Teachers to the District Manager along with the monthly status of their Literacy Centres;
- iii. The District Manager will approve the payment;
- iv. The RSP will make payment to the teachers through cross/ order cheques; and
- v. Photocopy of the salary cheques will be attached to the payment voucher.

3.3.3.5 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 D-6; and
- iv. The Teachers' Guide Books, un-spent office supplies, un-used teaching materials, etc. will be collected from Literacy Centres and deposited with the Administration Section at the District Office for future use.

3.3.3.6 Monitoring and Reporting

- i. The 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 RSPs will maintain proper record of the LNS centres and report their progress along with challenges and issues to EU.
- iv. The RSPs will also maintain a financial record of the LNS activities and will report to EU.

3.4 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 three days 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 RSPs will develop training module 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 SMT in consultation with the DPM/PIU.

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

3.5 Provision of Income Generating Grants (IGGs) to Community Members

3.5.1 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.

3.5.2 Approach

IGG to community institutions is an integral part of the RSPs social mobilisation approach. The community institutions, (CO/VOs/LSOs), once formed and recognised by the RSPs and government authorities will be given an IGG as a community grant by the RSPs. 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. RSPs will build the technical and managerial capacities of these institutions to achieve the purpose mentioned in 3.5.1. The LSOs/VOs/COs will develop policies and procedures (amount of grant, methods of procurement and distribution assets, etc.) of managing the IGG with the technical support of RSP. 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 RSP 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.

3.5.3 General Procedures of IGG

The procedure for implementing IGG in the BRACE programme is summarised below:

- i. The component of Income Generating Grant (IGG) will be implemented through sub-granting to VO/LSOs that fulfil the EU sub-granting eligibility criteria. Sub-granting to community institutions for implementation of the IGG is in compliance with RSP's social mobilisation sustainability and capacity building approach. The RSPs and community institutions will follow the EU sub-granting 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)/ Household Income Generating Plan prepared by individual households at the CO level;

- iii. The RSPs will provide technical support to the community institutions in implementation of the IGG and monitor, maintain records of IGG intervention at every level and report to the EU;
- iv. IGGs will be given to women LSOs/VOs, where present. Otherwise, IGG could be given to mixed/men only LSOs/VOs. In case of mixed LSOs/VOs, women will have 50% active membership in IGG committee; and
- v. The programme RSPs will provide extra backup support to women IGG committee members, considering their management capacity gaps.

3.5.4 Specific Procedures for IGG

3.5.4.1 Accessing IGG Sub-grant by the Community Institutions (VOs/LSOs)

3.5.4.1.1 Eligibility Criteria for IGG sub-granting

The community institution (VOs/LSOs) must fulfil the following eligibility criteria to qualify for receiving a IGG sub-grant from the RSP:

The VO/LSO:

- i. is formed based on the concept of the BRACE programme;
- ii. is registered or notified by any government authority;
- iii. has a bank account;
- iv. has finalised MIPs/IGPs for potential IGG beneficiaries and incorporated those in the VDPs;
- v. the potential beneficiaries of IGG have their IGG appraisals done;
- vi. the potential beneficiaries adhere to the IGG beneficiary selection criteria given in this manual;
- vii. the beneficiaries agree to use the IGG for the purpose mentioned in the Micro Investment Plan MIP/Income Generating Plan (IGP);
- viii. the 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 the Project Implementation Manual required for IGG management;
- x. is willing to maintain update and report to RSP about the use and benefit of IGG through a beneficiary tracking sheet provided by the RSP;
- xi. the total amount of sub-grant (including the IGG) from the BRACE programme is not exceeding EUR 60,000;
- xii. agrees to all audit requirements of the RSP and EU; and
- xiii. agrees to all reporting requirements of the RSP and EU.

3.5.4.1.2 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 EUR 60,000 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 for each eligible beneficiary will be determined by the community institutions (CO/VOs/LSOs) depending on local situation. However, for the purpose of budgeting, an average IGG size of EUR 409 (PKR. 47,000) 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 by the technical staff of RSPs in light of the community institutions' resolution and VDPs.

3.5.4.1.3 Types of Income Generating Activities Supported by IGG

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 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 RSP staff according to the local market and the beneficiaries' capacity to manage.

3.5.4.1.4 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;
 - l. Cultivation/processing of poppy and/or other prohibited varieties;
 - j. Breweries;
 - k. Poaching/hunting;
 - l. Informal cross-border trade; and
 - m. Donation to religious institutions or charities.

3.5.4.1.5 Dialogues with SMT about the IGG Grant

The SMT will inform the Community Institutions members 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 E-1. The RSP Staff based at the PIU and district will support the community institutions in developing the IGG Proposal document.

3.5.4.1.6 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 RSPs 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 RSP district officer, through the SMT along with the IGG proposal. The District Programme Officer will submit this request to the HO/PIU.

3.5.4.2 Assessment of the Community Institutions for IGG Grant

Upon receipt of the resolution and proposal from the community institution, the RSP SMT/CRP based at the district level will assess the eligibility criteria of the community institutions. Checklist for assessment is given in the IGG proposal Annex E-1. On the recommendation of the SMT/CRP, the District Programme Officer will submit the IGG proposals to the PIU.

3.5.4.3 Approval of IGG Sub-Grant

At the HO/PIU level, there will be a committee comprising of the compliance officer, SPO F&A and the Programme Manager BRACE programme responsible for compliance scrutiny, and ultimately final selection of the requests for IGG sub-grants.

3.5.4.4 Signing of IGG Sub-Grant Agreement between RSP and Community Institutions

Upon approval of the RSP committee at HO/PIU, a sub-grant agreement will be signed between the RSP and eligible community institutions (CO/VO/LSO) for IGG. The RSP procurement staff will develop a standard sub-grant agreement for IGG in line with the EU sub-granting rules and conditions. A sample of sub-grant agreement template is attached at Annex E-2 as an example. The RSPs procurement staff may amend this according to the need of their contract agreement with EU. The RSP 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 RSP and one for community institutions record.

3.5.4.5 Transfer of Sub-Grant to the Community Institutions

Once the IGG sub-grant agreement is signed the RSP will transfer the grant amount in the account of the community institution according to the agreed payment schedule in the grant sub-agreement signed with the community institution.

3.5.4.6 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 E-3);
- ii. Asset Transfer Form (Annex E-4);
- iii. Community Institution's IGG Beneficiary Approval Checklist (Annex E-5);
- iv. IGG Record Register (Annex E-6);
- v. Monthly IGG Progress Report (Annex E-7); and
- vi. IGG Beneficiary Tracking Sheet (Annex E-8).

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 RSPs SMT will provide advice and training on how to keep and maintain the IGG records updated.

3.5.4.7 Record Keeping of IGG Intervention at RSP Level

The RSPs 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 RSPs should provide them with the past and current status of IGG amount disbursed and number of beneficiaries reached. For this purpose, the MIS should have a module for the IGG.

3.5.4.8 Monitoring of IGG Intervention by RSP

The RSP will institute effective monitoring system at all levels through SMTs, District office, and PIU, and develop adequate reporting formats as required by the donor. The RSP should ensure field verification and utilisation of IGG through monitoring by its field and monitoring staff.

3.5.4.9 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:

3.5.4.9.1 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. RSP will train CBK on IGG record keeping. The CBK shall be engaged in consultation with RSP's 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.

3.5.4.9.2 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.

3.5.4.9.3 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 E-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 IGG appraisals at the 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'. Checklist for this purpose is attached at Annex E-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 Programme Officer at the district level and the grantee community institution for the release of IGG to the beneficiaries.

3.5.4.9.4 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 Procurement section of RSP.

The Procurement Committee should follow the below 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. However, exemption could be given in case of remote villages where it would not be possible to get such quotations;
- 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 RSP field office;

- iv. All payments over Rs. 10,000/- shall be made through crossed cheque in favour of the vendor;
- v. In the case where the vendor is not ready to accept cheque for payments above Rs. 10,000/- a LSO/VO may make cash payment in presence of two community members (non-signatories of cheques) and a RSP representative. However, except for livestock under any circumstances no payment over and above Rs. 50,000 can be made in cash;
- vi. Handing over of Cheque/cash shall be photographed and made part of the documentation; and
- vii. Tax will be deducted from the Vendor as per Government law.

3.5.4.9.5 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 E-6, and records will be updated on this 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.

3.5.4.9.6 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 E-8 and submit it to the concerned RSP SMT/CRP on monthly basis.

3.5.4.9.7 Management Information System

The MIS assistant based at the SMT will enter the progress data into the MIS and share it with PIU. The RSP should record, analyse and report IGG 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.

3.5.4.9.8 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 E-8.

3.6 Provision of Community Investment Fund (CIF) to Community Members

3.6.1 Introduction

Community Investment Fund (CIF) entails the provision of a capital grant by the Rural Support Programmes (RSPs) 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.

3.6.2 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.

3.6.3 Approach

CIF grant to community institutions is an integral part of the RSPs social mobilisation approach. The community institutions, (CO/VOs/LSOs), once formed and recognised by the RSPs and government authorities will be given a Community Investment Fund (CIF) as a community grant by the RSPs. 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. RSPs will build the technical and managerial capacities of these institutions to achieve the purpose mentioned in. The LSOs/VOs/COs will develop policies and procedures (amount of loans, repayment terms, members' contribution if any, methods of the issue of loans and repayments, etc.) of managing the CIF with the technical support of RSP. The main principles around which the policies and procedures will be developed are: CIF is to be 'used and not consumed'; and serve more and poorer households.

Evaluations led by RSPN have shown that CIF has resulted in the creation of financially sustainable access to finance for the poor and women. It has also strengthened social mobilisation on a sustainable basis by directly encouraging the creation of community-based institutions, kept them active and functional and has also enhanced participation of the poor in such institutions. It has also resulted in improving the livelihoods of individual borrowers and their households. It has also improved the social status and position of the beneficiary women at household and community level. The CIF beneficiaries would be 100% female members.

The core principles of CIF are given in Table below:

Table 4 : Core Principles of CIF

Core Principles of CIF		
1.	Ownership	CIF is granted by RSPs and is owned by CO/VO/LSO. Only in case of misappropriation of CIF sub-grants by the CO / VO / LSO, the RSP reserves the right to get back the sub -grant and revolve it for other eligible CO / VO / LSOs.
2.	Autonomy	The total responsibility and decision making relating to the management and implementation of CIF lies with the community institutions (CO/VO/LSO). RSPs 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.
3.	Clear Targeting Methodology	(PSC) and community validation is used to identify the poor and the poorest households for accessing CIF.
4.	Goal oriented	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 house holds, as well as a source of strengthen for 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.
5.	Growth oriented	VO/LSO will make decisions to ensure that while CIF is utilised and it also increases over time. This could be done through setting members' contribution and the CIF grant multiple times.

3.6.4 General Procedures of CIF

The procedure for carrying out CIF in the BRACE programme is summarised 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 EU sub-granting eligibility criteria. Sub-granting to community institutions for implementation of the CIF is in compliance with RSP's social mobilisation sustainability and capacity building approach. The RSPs and community institutions will follow the EU sub-granting rules;
- 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 RSPs 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 EU;
- iv. CIF will be given to women LSOs, where present. Otherwise, CIF could 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 should preferably be women to ensure their access and interaction with women CIF beneficiaries; and
- vi. The programme RSPs will provide extra backup support to women CIF committee members, considering their management capacity gaps.

3.6.5 Specific Procedures for CIF Grants

3.6.5.1 Accessing CIF Sub-grant by the Community Institutions (COs/VOs/LSOs)

3.6.5.1.1 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 RSP:

The CO/VO/LSO:

- i. is formed based on RSPs approach;
- ii. is registered with RSPs or notified by any government authority;
- iii. has a bank account;
- 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 RSP;
- v. has finalised MIPs/IGPs for potential CIF beneficiaries and incorporated those in the VDPs;
- vi. is willing and able to revolve the CIF to benefit the maximum number of community members;
- vii. is willing to maintain update and report to RSP about the use and benefit of CIF through a beneficiary tracking sheet provided by the RSP;
- viii. the total amount of sub-grants (including the CIF) from the BRACE programme is not exceeding EUR 60,000
- ix. agrees to all reporting requirements of the RSP and EU; and
- x. agrees to all audit requirements of the RSP and EU.

3.6.5.1.2 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 RSPs in consultation with the local communities. However, based on the previous experience of RSPs, the size of each sub-grant will not exceed EUR 60,000 per community institution.

The CIF size for each eligible beneficiary, the repayment mode and methodology will be determined by the community institutions (CO/VOs/LSOs) depending on local situation. The first loan ceiling to member should not exceed (PKR 30,000).

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 RSPs in light of the community institutions' resolution and VDPs.

3.6.5.1.3 Types of Income Generating Activities Supported by CIF Grants

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 prioritised by the beneficiary according to the local market and their capacity to manage.

3.6.5.1.4 List of Unsupported Income Generating Activities by CIF Grants

- i. The principle 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
 - l. Cultivation/processing of poppy and/or other prohibited varieties
 - j. Breweries
 - k. Poaching/hunting and
 - l. Informal cross-border trade
 - m. Non-productive purposes

3.6.5.1.5 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 F-1. The RSP CIF Staff based at the HO/PIU and district will support the community institutions in developing the CIF Grant Proposal document.

3.6.5.1.6 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 RSPs 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 Programme Officer CIF at RSP district office, through the SMT along with the CIF grant proposal.

3.6.5.2 Assessment of the Community Institutions for CIF Grant

Upon receipt of the resolution and proposal from the community institution, the RSP Programme Officer CIF based at the district level will assess the eligibility criteria of the community institutions. Checklist for assessment is given in the CIF proposal Annex F-1. On the recommendation of the Programme/Livelihood Officer CIF, the District Programme Officer will submit the CIF grant proposals to the Senior Programme Officer CIF based at PIU/HO.

3.6.5.3 Approval of CIF Sub-Grant

At the PIU there will be a committee comprising of the compliance/procurement officer, SPO F&A, Senior Programme Officer CIF and the Programme Manager BRACE programme responsible for compliance scrutiny, and ultimately final approval of the requests for CIF sub-grants.

3.6.5.4 Signing of CIF Sub-grant Agreement between RSP and Community Institutions

Upon approval of the RSP committee at PIU/HO, a sub-grant agreement will be signed between the RSP and eligible community institutions (CO/VO/LSO) for CIF Grant. The RSP procurement staff will develop a standard sub-grant agreement for CIF in line with the EU sub-granting rules and conditions. A sample of sub-grant agreement template is attached at Annex F-2 as an example. The RSPs procurement staff may amend this according to the need of their contract agreement with EU. The RSP 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 RSP and one for community intuitions record.

3.6.5.5 Transfer of Sub-grant to the Community Institutions

Once the CIF sub-grant agreement is signed the RSP will transfer the grant amount in the account of the community institution according to the agreed payment schedule in the grant sub-agreement signed with the community institution.

3.6.5.6 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 F-3);
- ii. Community Institution's CIF Beneficiary Approval Checklist (Annex F-4);
- iii. CIF Record Register (Annex F-5);
- iv. CIF Pass book (Annex F-6);
- v. Monthly CIF Progress Report (Annex F-7); and
- vi. CIF Beneficiary Tracking Sheet (Annex F-8).

The Community Institutions' leaders/office bearers will be responsible to maintain and update these records with the support of the Community Book Keeper (CBK). The RSPs SMT will provide advice and training on how to keep and maintain the CIF records updated.

3.6.5.7 Record Keeping of CIF Intervention at RSP Level

The RSPs 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 RSPs should provide them with the past and current status of CIF amount disbursed and number of beneficiaries reached. For this purpose, the MIS should have a module for the CIF.

3.6.5.8 Monitoring of CIF Intervention by RSP

The RSP will institute effective monitoring system at all levels through SMTs, District office and PIU, and develop adequate reporting formats as required by the donor. The RSP should ensure field verification and utilisation of CIF funds through monitoring by its field and monitoring staff.

3.6.5.9 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:

3.6.5.9.1 Appointment and Remuneration of CO/VO/LSO Community Book Keeper

As CIF 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 CIF. RSP will train CBK on CIF record keeping. The Community Book Keeper shall be engaged in consultation with RSP's 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 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; and
- Update CIF passbooks of beneficiaries.

3.6.5.9.2 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 next round of CIF disbursement.

3.6.5.9.3 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 F-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 at the 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'. Checklist for this purpose is attached at Annex F-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 District Programme Officer/Livelihood officer at the district level and the grantee community institution for the release of CIF loans to the beneficiaries.

3.6.5.9.4 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 cheque 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 District programme/Livelihood officers 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.

3.6.5.9.5 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 F-5. The CIF beneficiary will also be provided the CIF passbook (Annex F-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 members' contribution from CIF and/or profit from CIF bank account and all expenses paid with detailed supporting documents in its books of accounts.

3.6.5.9.6 CIF members' contribution and Utilisation

The member COs will pay an annual members' contribution to their respective LSOs, the amount of annual members' contribution will be decided by LSO Executive Body to meet LSO operational expenditures to manage CIF operations. This would enable LSOs to offer interest free loans from CIF to poor CO members (PSC 0-23) on sustainable basis. The community institutions members will decide about the utilisation of the members' contribution however, primarily this would be used for running the CIF operations, including paying an honorarium to the CBK. This approach of COs members' contribution to LSOs will further strength ownership among CIs so that LSOs can keep on providing CIF and other services to their member COs and VOs on sustainable basis even beyond project life.

3.6.5.9.7 CIF Repayment

All CIF amounts will be paid in monthly/quarterly instalments as per the agreed repayment schedule in the CIF appraisal with the CIF beneficiaries. Repayment of CIF instalments will be the responsibility of the beneficiary. The beneficiary will repay CIF instalment directly to the concerned community institution or its nominated lower level member community institution or in its bank account. The Manager/Secretary, 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 community institution's Manager/ Secretary will then deposit the amount into the community institution's CIF Bank Account.

3.6.5.9.8 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.

3.6.5.9.9 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 F-7 and submit it to the concerned RSP SMT/CRP on monthly basis.

3.6.5.9.10 Management Information System

The MIS assistant will enter the progress data into the MIS and share it with the CIF officer based at the district level and HO/PIU. The CIF officer at RSP HO/PIU should record, analyse 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.

3.6.5.9.11 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 F-8.

3.7 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 support in establishing better market links. For this purpose, short-term consultancy services will be hired to do local market assessments, prepare knowledge bases for effective and efficient marketing of the local produce. 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 consultant and the RSP staff will organize exhibitions in major cities to provide an opportunity to 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. Hiring of the consultant through a competitive process as per RSPs HR rules and procedures and EU 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 in their products.

Below are the guidelines for organising exhibitions at regional and national level:

- i. Identification and selection of local products and entrepreneurs;
- ii. Identification and selection of exhibition venue and occasion;
- iii. Develop a brochure/leaflet explaining the basic information about the exhibition and the terms and conditions for participation;
- iv. Share the information with potential entrepreneurs and other civil society organisations and invite them to participate in the exhibition;
- v. If the exhibition is organised by some other organisation then sign an agreement about the terms and conditions and roles and responsibilities of the RSP and the other organisation; and
- vi. If the exhibition is organised by the RSPs, then ensure necessary arrangements including security.

3.8 Provision of Micro Health Insurance to Community Members

3.8.1 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 are not available even in the district headquarters of its programme districts, BRSP negotiated with the EU and decided to drop the MHI activity in its programme area. However, NRSP will carry out the activity in its programme district.

3.8.2 General Procedures of Micro Health Insurance

- i. Under the BRACE programme, NRSP will provide 4,560 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. For each household covered, a premium will be paid by the RSP to a selected insurance provider to provide insurance coverage (for example hospitalisation, disability and & accidental death/normal death coverage when required). The amount of premium and coverage will be decided after negotiation with the insurance company;
- iii. The insurance provider will be selected through a one-time competitive bidding process in adherence with the EU procurement rules and guidelines, for the entire duration of the programme;
- iv. 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
- v. The insured households will not receive the benefits of the insurance beyond the duration of the BRACE programme period (ending on Jan 31, 2021).

The RSPs 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 G. The final package will be decided after negotiations with the selected insurance company.

3.8.3 Field Implementation Process

3.8.3.1 General Process

- i. The RSP 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 way in line with the social mobilisation rollout process. As soon as the COs and their VOs are formed, the insurance package will be offered to the selected households in the village;
- iii. The RSP 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 RSP. The Insurance Slip may be replaced with the health cards issued by insurance company. The RSPs' HO will supervise the overall MHI programme and coordinate with the Programme Implementation Unit (PIU), District Office (DO) and the insurance company. There will be a senior staff member at RSP PIU who will be responsible to manage overall MHI components. The District Manager will manage the MHI component in the district; and
- iv. The COs/VOs and Community Resource Persons (CRPs) will facilitate the RSPs' 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.

3.8.3.2 Specific Process

3.8.3.2.1 Identification, Selection and Signing of Contract with Insurance Clients/Beneficiaries

The following steps will be followed 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 of the RSP will have 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 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 household 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 (if any) in the area, 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 RSP on the prescribed contract form.¹⁵ 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 slip¹⁶ 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 assistant at the SMT office will enter the required information into the MHI module of Management Information System (MIS), and send it to the Programme Officer (PO), MHI based at RSP-PIU. The hard copies of the contract will be filed in the respective VO files;

Step 12: The PO, MHI 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 RSP for payment of the premium; and

Step 14: The PO, MHI will issue instructions to the finance section at PIU for payment of a premium amount for the insurance company. The finance section of PIU will prepare a cheque and send the premium amount to the insurance company as per the contract agreement with the insurance company.

3.8.3.2.2 Claim Processing and Payment Process

The insurance claims may fall under the following categories:

- i. Hospitalisation at the insurance panel hospitals;
- ii. Re-imburement of the claims in case of hospitalisation outside the panel hospitals; and
- iii. Payment on accidental death or disability/ natural death

¹⁵The contract form will be designed and print by the RSPs after selection of the insurance company.

¹⁶The Insurance Slip will be designed and printed after selection of the insurance company.

The explanation of the insurance claims' categories are as follows:

(i) Hospitalisation at the Panel Hospitals

In case of hospitalisation claim in any of the insurance company's panel facilities within the RSP programme area, the system will be cash free i.e. the insurance 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 visits the designated panel hospital

Step 2: She/he presents the Insurance Slip/HealthCard issued by the Insurance Company/
RSP to the Hospital along with CNIC

Step 3: The Hospital staff verifies the Insurance Slip/Catch Card with its records and provides medical treatment to the verified patient. The insured person pays nothing to the hospital (In case of rejection the hospital provides the reason of rejection to the client). The client may contact the RSP SMT or CRP in their VO for guidance.

Step 4: The hospital updates the admitted and discharge record in their system and submits it to insurance company.

Step 5: The insurance company will settle the claim payment directly to the panel hospital.

Step 6: The insurance company will share the claim data with the PO-MHI (PIU) of RSP to update their record.

(ii) Re-imbursement of Insurance Claims in case of Hospitalisation Outside the Panel Hospital

The following steps will be followed for re-imbursement of insurance claims submitted by the clients:

Step 1: Insured client visits any hospital and undergoes treatment

Step 2: The patient pays all the bills and takes original receipt for each payment and receives admission/discharge certificate from the hospital.

Step 3: The client submits to the 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 PO MHI based at PIU within seven working days after receipt of MHI claims. Incomplete claims are sent back to the client with guidance for re-submission within same timeline.

Step 5: PO MHI PIU submits 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 issues crossed cheques in the name of the RSP along with details of clients within 15 days of receipt of the claims. The insurance company also sends 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: The finance section of RSP will issue cheques in the names of the clients within 10 days of the receipts of the cheque from the insurance company. And send the cheques to the PO MHI at PIU.

Step 8: Upon receipt of the cheques from the insurance company, the PO MHI at the PIU updates its records and sends cheques along-with necessary details/summary to concerned SMT on the same day.

Step 9: The SMT/CRP update its records and then delivers the cheques to the client and collects acknowledgement receipts from the clients.

Step 10: One copy of acknowledgment receipt remains in the SMT office in the respective VO file, and one copy each is send to the RSP PIU and the Insurance Company.

Step 11: The client presents the cheque in the nearest bank and gets the amount re-imbursed

(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 death of bread-earner of insured household, the next of kin submits claim along with required supporting documents to the respective SMT/CRP within 3 months.

Step 2: The SMT verifies the document and sends the complete case to PO MHI at PIU within seven working days for receipt of the claim.

Step 3: The PO MHI at PIU after verification sends the claim case to insurance company for payment within seven working days on receipt of claim.

Step 4. The insurance company issues cheque in the name of the RSP within 15 working days of receipt of claim.

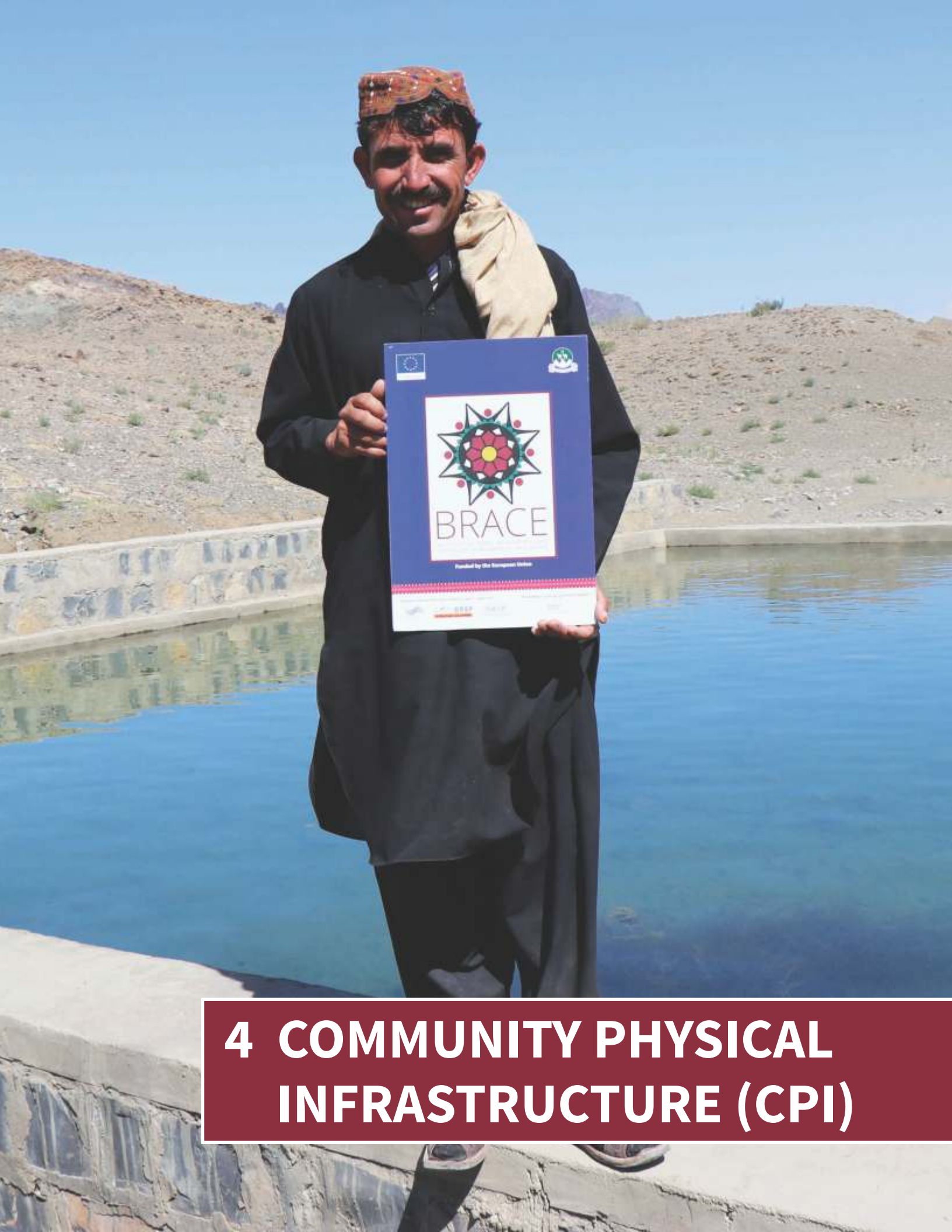
Step 4. The insurance company issues cheque in the name of the RSP within 15 working days of receipt of claim.

Step 5: The RSP issues cheque in the name of the client's family. The PO MHI sends the cheque to the client/client family through the respective SMT/CRP on same day of receipt of cheque

Step 6: The SMT/CRP delivers 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 presents the cheque at the nearest bank branch and gets the claim amount.

Note: All the rejected claims are sent back to the concerned clients through the respective SMTs/CRPs with the reasons for rejection and guidance for re-submission.



4 COMMUNITY PHYSICAL INFRASTRUCTURE (CPI)

4 COMMUNITY PHYSICAL INFRASTRUCTURE (CPI)

4.1 Purpose

The purpose of Community Physical Infrastructure (CPI) projects is to improve the basic infrastructures and productive assets used by, and services delivered to, the targeted communities. The community members will benefit from improved community infrastructures to meet their basic needs and gain better access to public services. These infrastructures will be managed, built and maintained over time by the communities, who will also form Operations and Management (O&M) committees and ensure community contribution.

4.2 General Policy and Procedures of CPI

- i. The Community Physical Infrastructure (CPI) projects will be implemented through sub-granting to any of the eligible community institutions i.e., COs, VOs, and LSOs. CPIs will be identified, built and maintained by communities themselves;
- ii. CPI projects will be linked to the needs prioritised by women and men members of the communities. They may include WASH, education, health, link roads, street pavements, culverts, irrigation, karez rehabilitation, WSS, renewable energy, drainage & sewerage channels, community centre for women, disaster protection arrangements, etc. The need identified by women will be given priority. These projects will be managed, built and maintained over time by the CIs through Operations and Management (O&M) committees.
- iii. The projects will also help build the capacities of the communities for collective management and leadership;
- iv. The CPIs will be shared with the JDDCs in their meetings and the JDDCs will approve the CPIs;
- v. The BRACE programme implementing RSPs will liaise with local administrations in the planning of CPI projects to ensure synergies with other government and externally supported development investments and avoid duplication of efforts; and
- vi. The RSPs team will ensure effective gender mainstreaming in infrastructure projects in designing, implementing and monitoring through the attached checklist in Annex H-3 (2).

4.3 Objective and Procedure of CPI Sub-granting

4.3.1 Objective of CPI Sub-granting

The objective of sub-granting is to build the technical and management capacities of the community institutions (COs, VOs, & LSOs) by enabling them to implement and maintain community physical infrastructure projects for improvement of the socio-economic status of the communities at the grassroots level and for improved social service delivery. The expected results of sub-granting are:

- i. Enhanced technical and management capacities of the community institutions; and
- ii. Provision and/or rehabilitation of the community productive and social infrastructure for Improved social service delivery for men and women.

4.3.2 Eligibility Criteria

The Community Institutions (COs/VOs/LSOs) must fulfil the following eligibility criteria to qualify for receiving a direct sub-grant for CPI from the programme:

- i. Is formed based on the concept of the BRACE programme;
- 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 any government authority;
- 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 management and technical staff of the supporting RSP and EU;
- viii. Total amount of sub-grants (including the CPI) from the BRACE programme is not exceeding EUR 60,000; and
- ix. Agrees to all audit requirements of RSP/EU.

4.3.3 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 prioritisation. However, given the large number of community institutions and resource constraints, a community institution will not be given more than one sub-grant for CPI; 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 Village Development Plan (VDP). A tentative list may include, water and sanitation, health and hygiene, missing facilities at schools and health centres, community-managed irrigation channels, women centre, disaster protection arrangements, renewable energy (solar lighting systems) street pavements, link roads, and any other such needs identified and prioritised by the communities.

4.3.4 Size of Sub-grant for CPI

- i. EUR 60,000 is the maximum limit of all sub-grants from the BRACE programme to any community institution; and
- ii. 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 qualified technical staff of the RSPs.

4.4 Operational Procedures for Implementation of CPI Sub-granting by RSP

4.4.1 Dialogues with Community Institutions about the CPI Sub-Grant

As part of the social mobilisation process, the 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.

4.4.2 Need Identification for CPI Projects

The need for CPIs will be identified at the village level through the Village Development Plan (VDP) process and at Union Council level through the Union Council Development Plan (UCDP). The process is explained in sections of 1.3. (9) and 1.3.(14) of this manual respectively. 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 Development Plan (VDP) enlisting all identified needs for infrastructure projects, including details about estimated scope, number of beneficiaries and initial cost estimate. VO will then prioritise and submit its need 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) level into the Union Council Development Plan (UCDP) which will then be finalised into the list of prioritised infrastructure projects. This will be done in consultation with all member VOs at the UC level. Once finalised, these plans will be shared with a resolution from the community institution to the RSP SMT. The format for resolution from the community institution is attached at Annex H-1. The District Programme Manager of RSP will share the list of prioritised infrastructures at the Tehsil and District level in Joint Development Committees (JDDCs) for approvals described in section 1.3.(17) of this manual. The copy of approval/notification will be kept in CPIs file for ready reference and record. This is expected to improve district level planning and also avoid any overlapping of government investment in infrastructure projects.

4.4.3 Assessment of the Community Institutions for CPI Grant

Upon receipt of the resolution and VDPs/UCDPs from the community institution, the SMT will assess the eligibility criteria of the community institutions. Checklist for assessment is given in Annex H-2. The SMT will submit its recommendation to the RSP's District Programme Manager (DPM). The DPM will assign the technical staff (field engineer/district engineer and SO) to prepare the Project Digest/proposal for each of the recommended CI's CPI.

4.4.4 Development of the Project Digest/Proposal for CPI Grant

RSPs will facilitate the eligible community institutions to prepare their CPI grant project digest/proposal. The project digest/proposal document will include prefeasibility, an assessment of social feasibility and technical feasibility of the proposed CPI project.

The RSP Field Engineer and Social Organiser will visit the community institution and proposed project site and do a pre-feasibility assessment. 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 reconditions of the pre-feasibility, the RSP District Engineer will conduct a full technical appraisal and the SMT will do a social appraisal of the project recommended in the pre-feasibility stage.

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 where ever 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 for extension, rehabilitation of education & health facilities (government scheme);
- v. An affidavit from the owner of land/water, etc. for the construction of CPI;
- 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 prioritisation, 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 they realistic; and
- vii. Gender mainstreaming checklist should be filled and record will be kept.

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 District Engineer will finalise 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 H-3. The District Engineer will submit the complete Project Digest/Proposal to the Engineer based at HO/PIU.

4.4.5 Approval of CPI Sub-Grant

At the HO/PIU level, there will be a committee comprising of the Compliance/Procurement Officer, Programme Officer Finance, Engineer and the Programme Manager BRACE programme responsible for compliance scrutiny, and ultimately final approval of the requests for CPI sub-grants. The HO/PIU grants approval committee will select and approve the CPI project based on the following selection criteria:

- i. The need of the CPI is identified in the resolutions of the community institutions; this need is a priority in their VDP/UCDP;
- ii. The community is willing to operate and maintain the CPI as per guidelines given to them;
- iii. The Terms of Partnership between the community organisations and the RSPs 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 Community Institution members about the selection of the CPI and agree to resolve if any conflict arises during and post project implementation themselves;
- vii. 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;
- xi. Environmental Impact Assessment, Gender Assessment and Disaster Risk Reduction perspective are addressed; and
- xii. Ensure water quality tests especially in drinking water CPIs for the identification and selection of safe source of water.

4.4.6 Approval of the Proposed CPI from Joint District Development Committee (JDDC)

Each Community Physical Infrastructure (CPI) proposal will be presented to the JDDC for discussion and approved. The Programme Engineer of RSP's shall defend the CPIs in the JDDC meetings who will be assisted by technical feasibility/survey staff. The respective RSP's District Office will provide the necessary support to its respective JDDC in conducting meetings.

The criteria for approval of projects will be based on, i) relevance and urgency of the need identified, ii) equity considerations, iii) impact, iv) realistic budget, nature of intervention (i.e. assessment if the project will be manageable by the applicant community, and iv) sustainability of the project beyond the project life. If there are any flaws in the project design, it could be sent back to HO/PIU for review and improvement.

4.4.7 Signing of CPI Sub-Grant Agreement between RSP and Community Institutions

Upon approval of sub-grant by RSP committee at HO/PIU and by the relevant JDDC, a sub-grant agreement will be signed between the RSP and eligible community institutions (CO/VO/LSO) for the CPI Grant. The RSP procurement staff will develop a standard sub-grant agreement for CPI in line with the EU sub-granting rules and conditions. A sample of sub-grant agreement template is attached at Annex H-4 as an example. The RSPs procurement staff may amend this according to the need of their contract agreement with EU. The RSP staff will explain all the terms and conditions of the sub-grant agreement to the community institution in a grant signing meeting and the community institutions will record it in their Proceeding Register (Karwai Register). The signed sub-agreement will have two copies, one for the RSP and one for community institution's record.

4.4.8 Transfer of Sub-Grant to the Community Institutions

Once the CPI sub-grant agreement is signed the RSP will transfer the grant amount to the bank account of the community institution according to the following payment schedule and criteria:

- i. The payments for execution of the project will be made in minimum two instalments to the LSO/VO/CO;
- ii. The first Instalment will be paid in advance after signing the sub-grant agreement;
- iii. The second and subsequent instalments will be released on the basis of 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 will be released based on the completion certificate by the Field Engineer. The grantee community institution will submit a resolution stating completion of the CPI with copies of expenditure bills to SMT. The Field Engineer 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 institution will maintain records and documents related to the sub-grant agreement for at least 5 years after the end date of the sub-grant agreement.

4.4.9 Provision of CPI Books of Records

The CPI books of records (Annex H-5) to the grantee Community Institutions will include:

- i. Details of Receipt and Payment (Cash Book);
- ii. Format for Quotations;
- iii. Comparative Statements;
- iv. Purchase Order;
- v. Material Received Note (MRN);
- vi. Stock Register;
- vii. Weekly Labour Attendance Sheet;
- viii. Muster Roll;
- ix. Individual Labour Payment Form;
- x. Details of Beneficiary Households;
- xi. Visitors' Remarks Sheet;
- xii. Bank Statement;
- xiii. Pictures – before, during and after the project; and
- xiv. 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 RSPs SMT and Field Engineer will provide on the job training on how to keep and maintain the CPI records updated.

4.4.10 Record Keeping of CPI Intervention at RSP Level

The RSPs 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 RSPs should provide them with the past and current status of CPI amount disbursed and number of beneficiaries reached. For this purpose, the MIS should have a module for the CPI.

4.4.11 Monitoring of CPI Intervention by RSP

- i. The RSP will institute an effective monitoring system at all levels through SMTs, District office and PIU, and develop adequate reporting formats as required by the donor. The RSP should ensure field verification and utilisation of CPI sub-grant through monthly/quarterly progress reports and staff meetings;
- ii. During the implementation period, Field Engineers 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 instalments of the grants will be released on the basis of physical progress and satisfactory review of the record and process of implementation;
- iii. During the CPI implementation, the RSP Field Engineer 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 in approved scope of work, the Field Engineer will get proper approval from Programme Manager PIU before execution; and
- iv. The Engineer based at the PIU/HO and District Engineer will pay visits randomly selected project sites during implementation.

4.5 Operational Procedures for Implementation of CPI by Community Institutions

4.5.1 Formation of Project Committees

The grantee community institution after signing the sub-grant agreement with the RSP will form the following committees from among its members

- i. Project Management Committee (PMC): The PMC will comprise of three or 5 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 and cooperation with the RSP field Engineer and SMT. 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 RSPs engineering staff and SMT will provide technical support to the community institutions on the quality of construction. But it is intended that communities have the maximum ownership of the project. The RSPs field team will assist the PMC with scrutinising bills of quantities and organising procurement;
- ii. Project Audit Committee (PAC): PAC will comprise of odd numbers (for e.g. 3-5 members) and will be responsible for verifying the receipts and payments in respect of the project and verify quantity and quality of construction material and safe storage; and
- iii. Operations and Maintenance Committee (O&MC): The O&MC will look after the project operations and management after completion of the project. O&MC will also collect, manage and maintain the O&M fund where required.

4.5.2 Initiation of Physical Work on the CPI

The grantee community institution will be responsible for further implementation of the CPI and coordination with its member community institutions and the RSP. 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 community institutions will follow the following points:

- i. All material and labour will be procured with the approval of the Project Committee;
- ii. Payment for material and labour costs less than PKR. 20,000 may be made against invoices without prior acceptance of a tender;

- iii. Material and labour costing PKR. 20,000 and above will be procured by calling minimum three quotations and preparing comparative statement. In case of a single supplier, reasons should be stated;
- iv. Material and labour costing PKR. 1 million and above will be procured through national level competitive bidding;
- v. On the basis of the comparative statement of quotations, the PC will place an order for purchase or payment of labour cost;
- vi. Once the goods are received, the PC will inspect them according to the terms and conditions set in the purchase order in the presence of Field Engineer;
- vii. If the goods are found according to the specification, then PC will arrange payments 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.

4.5.3 Project Completion and O&M Mechanism

- i. The grantee institution will install the visibility sign board on completion of the CPI following the RSP and EU visibility guidelines;
- ii. The operation and maintenance activities will be managed by the O&M committee of the grantee community institution. The RSP 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 life time 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 CPI bank account and will keep on replenishing it until the life time of that CPI expires.

4.5.4 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 EU's procurement procedures, O&M concepts, fundraising, technical skills and accountability to reduce any potential risks regarding the misuse of O&M funds (as necessary). These trainings will enable the O&M committees to provide for the sustainability of development schemes (both those implemented under this Action and others implemented in the future). RSPs will support the CIs in preparing O&M plans and in recording and monitoring O&M contributions. The communities' work on the schemes alongside RSPs technical and engineering staff, hence, the interface enhances their technical capacities through the transfer of knowledge, general know-how, 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 organizations and RSP, 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 the BRACE programme, the Audit Committee will also be responsible for compliance with the EU's procurement procedures.

The O&M Committee establish mechanisms for maintenance of the scheme upon completion and mobilises support and local resources for repair and maintenance and ensure that schemes remain operational and associated benefits continue into 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 the CO, VO, LSO governing bodies and/or Audit Committees), 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. RSPs technical and engineering staff engages the organization VOs throughout the implementation period and provides on-the-job capacity building inputs/training as may be warranted. Monitoring is integral to the overall process, which is the responsibility of both the RSP's engineers/social organizers and the CIs.

The relevant Engineer will conduct training to the Audit committee members according to the type and nature of the CPI's.

The Audit Committee members will receive training on record keeping of the CPI, Audit and verification of the activities of project committee quality assurance of material and labour procured and compliance requirements regarding procurement and storage of procured material, etc.

The O&M Committee will be given training on maintenance requirement of the completed CPI, a collection of O&M fund, a collection of tariff/user members' contribution and supervision of the technical paid person responsible for day to day operation and maintenance of the project.



5 POLICY RECOMMENDATIONS GENERATED AND DISSEMINATED TO SUPPORT THE LOCAL DEVELOPMENT POLICY FRAMEWORK FOR BALOCHISTAN

5 POLICY RECOMMENDATIONS GENERATED AND DISSEMINATED TO SUPPORT THE LOCAL DEVELOPMENT POLICY FRAMEWORK FOR BALOCHISTAN

5.1 Context

Evidence-based learning is critical to provide solid inputs for policy advocacy and improved programming, and also to promote a joint learning process among communities, the local government/authorities, the implementing partners (RSPN, BRSP, NRSP and EU TA) and the EU. To generate and disseminate such learning a research component with a focus on promoting evidence-based advocacy and learning with relevant stakeholders, policy makers and donors with specific aims to inform the design of the Balochistan community-led development framework and also to provide evidence to scale-up successful CDD approaches is envisaged under the BRACE programme.

5.2 Dissemination of Thematic/Sectoral Studies' Results Carried out by RSPN at Provincial and District levels

RSPs will disseminate widely the key results from the thematic and sectoral study reports amongst the GoB, policy makers, development stakeholders, etc. In this regard, RSPs will organise events to share the results from the thematic and sectoral studies in areas which include: community investment fund/income generating grants, micro health insurance, community savings and internal lending, sustainability and continuity of community physical infrastructure and technical and vocational skills training interventions at provincial and district levels.

Below are the guidelines for dissemination events;

- i. Select a proper venue which is easily accessible and acceptable for dignitaries;
- ii. Prepared a proper agenda with session plans outlining the session topic, time and facilitator;
- iii. Invite the government official's other dignitaries and community members well on time;
- iv. Obtain confirmation from the Govt. officials and other dignitaries;
- v. Maintain proper record of registration and attendance of the participants (see Annex A-1b "training registration and attendance sheet");
- vi. Keep a record of digital photographs of the Event;
- vii. Proper display of event banner with the title of the event according to the EU visibility guidelines;
- viii. Ensure proper coverage of the event in the print and electronic media;
- ix. Upload event pictures at BRACE programme/RSPs web pages and Facebook pages; and
- x. Prepare Event report and share with relevant stakeholders.

5.3 Publication and Dissemination of Research Reports, Papers and Policy Briefs

The finding of the research work, research papers, and research/policy briefs by RSPN team will be documented, published and distributed widely among all relevant stakeholders by RSPs.

Below are the guidelines for dissemination events.

- i. Design the publication with state of the art standards;
- ii. Follow EU visibility guidelines in the design;
- iii. Use High quality pictures in publication;
- iv. Insert the EU disclaimer in the publication;
- v. Share the draft final version with EU and obtain their approval before printing;
- vi. Upload the pdf copies of the publication on the web pages of BRACE programme and RSPs;
- vii. Prepare a circulation list for the publication and share accordingly; and
- viii. Keep copies of the publication for official record as well as for giving out to visitors, etc.

5.4 Advocacy Workshops/Public Policy Debates with Government

One day or half day, public policy debate and advocacy workshops will be organised to discuss issues for policy debate. The topic will be identified in consultation with EU TA, GoB, RSPN and representatives of the community institutions.

Below are the guidelines for the public policy/advocacy workshop.

- i. Select a proper venue which is easily accessible and secured in point of view of the dignitaries;
- ii. Prepare a proper agenda with session plans outlining the session topic, time and facilitator;
- iii. Invite the Govt. official's other dignitaries and community members well on time;
- iv. Obtain confirmation from the government officials and other dignitaries;
- v. Maintain proper record of registration and attendance of the participants (see Annex A-1b “training registration and attendance sheet”);
- vi. Keep a record of digital photographs of the Event;
- vii. Proper display of event banner with the title of the event according to the EU visibility guidelines; Ensure proper coverage of the event in the print and electronic media;
- viii. Upload event pictures at BRACE programme/RSPs web pages and Facebook pages; and
- ix. Prepare Event report and share with relevant stakeholders.

The format for the event report has been given in Annex I-1

5.5 Provincial LSO Convention (Balochistan) for Influencing Pro-Poor Policies

Under the BRACE programme, the program RSPs in collaboration with RSPN will organise annual convention of LSOs in Balochistan. At the convention in addition to the LSOs presenting their work EU-TA and RSPN will also present the finding from its pilots and research work, with a specific aim of informing Balochistan Local Development Policy Framework design. Other researchers working in Balochistan will also be invited to share the findings of their work. The community activists will be encouraged to present their best practices and success stories. This forum will help community members, especially women to promote their voices on their rights and influence pro-poor policies and development. Moreover, the events will provide visibility to the model and facilitate the buy-in of government and other stakeholders.

Below are the guidelines for the convening the LSO Conventions.

- i. Select a proper venue which is easily accessible and secured in point of view of the dignitaries;
- ii. Prepare a proper agenda with session plans outlining the session topic, time and facilitator;
- iii. Invite the government officials, MNAs, MPAs, representation of donor agencies, CSOs and Community Leaders well on time from the program districts as well as other districts of Balochistan;
- iv. Obtain confirmation from the Govt. officials and other dignitaries;
- v. Maintain proper record of registration and attendance of the participants (see Annex A-1b “training registration and attendance sheet”);
- vi. Keep a record of digital photographs of the Event;
- vii. Proper display of event banner with the title of the event according to the EU visibility guidelines;
- viii. Ensure proper coverage of the event in the print and electronic media;
- ix. Upload event pictures at BRACE programme/RSPs webpages and Facebook pages; and
- x. Prepare Event report and share with relevant stakeholders.

The format for the LSO Convention report has been given in Annex I-2



6 GENDER MAINSTREAMING

6 GENDER MAINSTREAMING

6.1 Assist the EU TA in Undertaking a Comprehensive Gender Analysis

The RSPs' assistance will include sharing of knowledge, expertise and evidence gathered from their long experience of work on gender issues with RSPN, Community Institutions and rural communities across the province. There will be inputs from the RSPN Gender Resource Group, of which all RSP gender focal points are members. The gender analysis will help support in the EU TA in developing the gender mainstreaming strategy for the BRACE programme.

Once the gender mainstreaming strategy is developed by EU TA, the RSPs will adopt it to mainstream their recommendations at organisational and programme levels.

6.2 Review of Programme RSP's Organisational HR/Gender Policy Manuals by RSPN

At the organisational level, the Gender Programme Office RSPN will review human resource and gender policies of BRSP and NRSP and will make recommendations for the necessary changes. The RSPs will incorporate the recommendations in their HR and Gender policies.

6.3 Gender ToT on Organizational HR/Gender Policies and Anti-sexual Harassment laws

The program RSPs will participate in a four days Gender Training of Trainers (GTOT) organised by RSPN for programme staff and government officials from Women Development Department, Social Welfare Department and Provincial Legal Empowerment Committee on the revised HR/gender policies approved by their respective Boards and anti-sexual harassment laws of Pakistan. These trainers will further train the field staff and will also regularly follow up on the implementation of the organisational gender policies. The gender trainers will also sensitize the LSO executive body on anti-sexual harassment law and support in the adoption and implementation of the law. IEC material developed by Mehergarh: A centre for learning an NGO, actively working on anti-sexual harassment law, will be accessed and shared with the stakeholders for further use.

The training contents will include the following topics.

- i. Understanding the context
- ii. What is Gender?
- iii. What is Sexual Harassment?
- iv. Forms of Sexual Harassment
- v. Myths and Facts about Sexual Harassment
- vi. Consequences of Sexual Harassment
- vii. Why need for a law?
- viii. Objective of the law
- ix. Implementation and steps of the law
- x. Redress mechanism

6.4 Gender ToT for RSPs BRACE programme Staff on Gender Mainstreaming and Sensitization

RSPN will organise four days Gender Training of Trainers (Gender ToT) for BRSP and NRSP on the Gender Mainstreaming Strategies at programme level. A relevant key government official at the provincial level will also be invited to this training. These trainers will further train field staff, communities and local government representative in their respective target areas and regularly follow up on the implementation of the gender mainstreaming actions. Programme RSPs will develop step-down training rollout plans for field implementation of the Gender ToT.

Gender ToT topics will include: understanding gender issues, gender and Islam, understanding gender and development concepts, key principals and tools of GAD such as identifying strategic and practical needs of gender, gender analysis and gender sensitive planning of programme components.

Below are the guidelines for organizing the above training events.

- i. Select a proper venue equipped with training facilities and proper space;
- ii. Prepare a proper agenda with session plans outlining the session topic, time and facilitator;
- iii. Invite the Government officials other dignitaries and community members well on time;
- iv. Try to call up at least 50% or more women for the trainings where not possible organise a separate training for the women;
- v. Maintain proper record of registration and attendance of the participants (see Annex A-1b “training registration and attendance sheet”);
- vi. Keep a record of digital photographs of the Event;
- vii. Proper display of event banner with the title of the event according to the EU visibility guidelines;
- viii. Upload training pictures at BRACE programme/RSPs webpages and Facebook pages; and
- ix. Prepare training report and share with relevant stakeholders.

6.5 Gender Mainstreaming Capacity Building Sessions Organised for the LSO Representatives and CRPs

The master trainers from ToT will further take trainings with their teams and then train the LSO representatives, CRPs and local government representative in their respective target areas and regularly follow up on the implementation of the gender mainstreaming actions. As per the RSP's training rollout plans for field implementation, 671 LSO representatives and 823 CRPs along with local government authority officials will be trained on Gender mainstreaming topics, awareness on gender sensitive programme implementation approaches and strategies, and reporting.



7 CROSS-CUTTING THEMES ENVISAGED IN BRACE PROGRAMME ARE MAINSTREAMED, ADDRESSED, AND EFFECTIVELY REPORTED

7 CROSS-CUTTING THEMES ENVISAGED IN BRACE PROGRAMME ARE MAINSTREAMED, ADDRESSED, AND EFFECTIVELY REPORTED

7.1 Introduction

Mainstreaming cross-cutting and other issues is generally understood as a strategy to make those themes an integral dimension of the organisations' design, implementation, monitoring and evaluation of development policies and programmes. Cross-cutting themes need to also ensure inclusive development, with a focus on women, children, minorities and people with special needs. Their capacity development and the capacity development of other partners, i.e. government, is important. Under the BRACE programme, cross-cutting and other themes will include gender, mother and child health, routine immunisation, birth spacing/family planning, nutrition, HIV & AIDS, sanitation, clean drinking water, education, disaster risk reduction (DRR), human/constitutional rights, basic registration (birth, death nikah), environmental sustainability and climate change, improved local governance, conflict preventions and PFM. RSPN will assist BRSP and NRSP in mainstreaming critical cross-cutting issues into the social mobilisation process by developing the Community Awareness Toolkit (CAT) and the associated training manual. RSPN will train key staff of BRSP and NRSP on CAT and assist them on the rollout of CAT content through awareness sessions with the organised communities.

7.2 Orientation Training for Key RSPs Staff on Community Awareness Tools (CATs)

RSPN will initially organise five-days trainings of key staff including the HRD person from PMU of both NRSP and BRSP and two capacity building/training officers from each target district. This training will focus to improve the technical knowledge of the participants about CAT sessions, training skills and process to conduct further training of Social Mobilisers to further train the CRPs, who will deliver CAT sessions to the organised communities and their leaders. The CRPs will be trained on CAT concept, session delivery and reporting on the CAT/SDG indicators followed by monthly refresher in a monthly planning and progress review meeting on one CAT session every month by the RSPs social mobilisation team. RSPN Social Sector team will facilitate the RSPs in developing training roll-out to the social mobilisers and CRPs. Quality assurance tools developed by RSPN will be used to assess the performance of the Master Trainers, training of Social Mobilisers and Training of CRPs.

The training contents will include the following topics:

- I. Objectives of CATs;
- ii. Introduction of CATs;
- iii. How to do session planning to deliver CATs in COs;
- iv. How to deliver each CAT session in COs;
- v. How to fill in monitoring tools of each CAT session;
- vi. How to fill in reporting formats of each CAT session;
- vii. Roles and responsibilities of COs in dissemination of key messages;
- viii. Roles and responsibilities of VOs regarding accessing key services from government facilities;
- ix. Roles and responsibilities of LSOs regarding UC level planning for accessing key services; and
- x. Roles and responsibilities of LSO Networks in supporting LSOs for implementation of their plans and play advocacy roles with local government and other Line Agencies for improving key services in their areas

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

7.3 Training of Field Staff on Cross-cutting issues – Community Awareness Toolkit (CAT)

One of the most important aspects of the social mobilisation process is sensitization and capacities building of community members on cross-cutting themes. For this activity, BRSP and NRSP will provide training to their field staff, particularly Social Organizers (SOs), Capacity Building Officers and District Program Coordinators (DPCs) on the CAT.

The training contents will include the following topics:

- i. Objectives of CATs;
- ii. Introduction of CATs;
- iii. How to do session planning to deliver CATs in COs;
- iv. How to deliver each CAT session in COs;
- v. How to fill in monitoring tools of each CATs sessions;
- vi. How to fill in reporting formats of each CAT session;
- vii. Roles and responsibilities of COs in dissemination of key messages;
- viii. Roles and responsibilities of VOs regarding accessing key services from government facilities; and
- ix. Roles and responsibilities of LSOs regarding UC level planning for accessing key services

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

7.4 Mainstreaming other Cross-cutting and Other Themes

RSP's Master Trainers i.e. Social Organisers, Capacity Building Officers and District Programme Coordinators will roll out the awareness sessions on CAT firstly with CRPs. Then the capacitated CRPs will further disseminate the key messages on cross-cutting topics envisaged in the BRACE programme document, one session each regular CO meetings. At the end of the programme, about 70% of the organised CI members shall be sensitized on CAT by CRPs with facilitation of officials from the local authorities/line departments.

RSPN will develop a separate training module on CATs and will provide to the RSPs.

Apart from awareness on CAT, RSPs will also support the EU TA in mainstreaming other cross-cutting themes relevant to policy development and implementation. This will include inclusive development through the RSP in gender mainstreaming and poverty targeting tools under its relevant Expected Result activities in order to support to PFM formulation and local governance. For the PFM formulation and local governance support development and sharing of VDPs, UCDPs and district development plans with local governments and administration to incorporate into provincial ADPs is one of the key support by the programme.

7.5 Improve the Quality of Life of Persons with Disabilities (PWDs)

Persons with Disabilities are marginalized people because of accessibility issues and insensitive community members. RSPs will launch the disability programme under EU-funded BRACE programme in the eight targeted districts to improve the quality of life of PWDs. The objective of this component is to improve the quality of life of PWDs and their families and empower them by self-awareness, ensuring better mobility by the provision of assistive devices and home modification, improved physical and mental health, increased participation in social activities and equal job opportunities.

The following activities will be carried out to implement the activity:

7.5.1 PSC Census

The PWDs will be identified at the stage of the PSC survey. The PSC survey form consists of questions on disability in its roster's section with 10 available choices that include:

1. Upper Limb Disability (Above Elbow)
2. Upper Limb Disability (Below Elbow)
3. Lower Limb Disability (Above Knee)
4. Lower Limb Disability (Below Knee)
5. Mental Disability
6. Speech Disability
7. Hearing Disability
8. Visual Disability (Partial)
9. Visual Disability (Full)
10. Others

7.5.2 Assessment Survey of PWDs

After completion of PSC census, a detailed assessment of PWDs by SMTs will be carried out that would result in the identification of actual needs of PWDs. A complete database will be developed so that the PWDs could be accessed at the time of distribution of assistive devices. The format for the database of PWDs is given in Annex K-1.

7.5.3 Provision of Assistive Devices to Identified PWDs for Enabling them to Participate in Livelihood Activities

The PSC census would help in listing down all PWDs in the seven targeted districts of Balochistan. After ascertaining their particular needs through the database, assistive devices will be distributed in presence of key stakeholders. BRSP will hire the services of the Specialised Institutions and Service Providers following a formal procurement procedure according to EU procurement policies. The selection of the Specialised Institutions will be carried out in the light of different types of assistive devices required by the PWDs. The assistive devices will enable PWDs for better mobility and participation in income generation activities. The main focus will be those PWDs, who are the only source of income for their families but due to physical disability, they are not able to participate in socio-economic activities.

7.5.4 Assessment Camps

Specialised institutions and service providers will be engaged by BRSP to hold assessments camps at UC level or cluster of UCs where technical persons including Optometrist, Audiologist, Physiotherapist, Prosthetic and Orthotic Specialist, Psychologist, Speech Therapist and General Practitioners will assess the identified PWDs and recommend needful treatments. The following points should be followed while organising the assessment camps:

- i. Different camps shall be organised for different types of PWDs;
- ii. Keeping in view the geographical situation, more than one camp can be organised in the same field unit;
- iii. The camp site should be gender friendly and be in a place where women can easily come;
- iv. The District Programme Coordinators will assign a focal person to arrange, supervise and report on the assessment camps;
- v. The short-listed PWDs will be informed about the assessment camps at least 7 days before the camp date; and
- vi. A camp report shall be produced by the camp's focal person and shall be submitted to the DPC and the focal person at the Head Office/PMU. The format for camp report is given in Annex K-2.

7.5.5 Assistive Devices Distribution Camps

Assistive devices shall be procured and distributed by BRSP identified at UC or cluster of UCs level. Technical experts shall also present during the distribution process in order to fit and train the beneficiary on the use of the assistive devices.

7.5.6 Individual Rehabilitation Forms

Individual rehabilitation forms of persons with disabilities will be closed accordingly after provision of assistive devices, referring for trainings, medication, socio-economic programme interventions, etc. The rehabilitation forms will vary according to the type of support provided to PWDs. The format of the rehabilitation forms will be developed in consultation with the respective Service Provider Institution.

7.5.7 Awareness Raising

Awareness raising sessions should be arranged with an aim to change the mind-sets of not only the community members but of persons with disabilities as well. These sessions should be organized in community organisations meetings involving community members, persons with disabilities and their families, educationists, media and GoB officials, etc.

7.5.8 Inclusion of Persons with Disabilities

PWDs are mostly excluded from social life activities and remain marginalized. Every month BRSP SMT should be asked to submit details of how many persons with disabilities are made part of COs/VOs/LSOs and details of children especially girls with disabilities admitted in mainstream schools. This activity should be followed to encourage persons with disabilities to break the silos and participate in social and economic activities by admitting and accepting this as a basic right of themselves.



8 IMPROVED CAPACITY OF ELECTED MEMBERS, LOCAL GOVERNMENT AUTHORITIES' STAFF, AND OFFICIALS OF THE LINE DEPARTMENTS TO INVOLVE COMMUNITIES IN PLANNING, CO-RESOURCING AND MANAGING LOCAL DEVELOPMENT ACTIVITIES

8 IMPROVED CAPACITY OF ELECTED MEMBERS, LOCAL GOVERNMENT AUTHORITIES' STAFF, AND OFFICIALS OF THE LINE DEPARTMENTS TO INVOLVE COMMUNITIES IN PLANNING, CO-RESOURCING AND MANAGING LOCAL DEVELOPMENT ACTIVITIES

8.1 Organise and Facilitate Stakeholder Meetings/Workshops to Inform and Update about UCs and District Development Plans and Devise Implementation Strategies with Ensuring Accountability

In conflict-ridden societies, it is important that social mobilisation is an inclusive process. It builds cohesiveness and harmony within communities by focusing on the common denominators within the community. Stakeholders' workshops, negotiation and consensus building will be important elements of the social mobilisation strategy. As some stakeholders may not like to speak in the presence of others, workshops can be arranged over a period of time at different locations involving different groups. The important point is that everyone has been listened to, and his/her point of view incorporated into the planning process. These meetings will be needs based. The meetings/workshops will be held at tehsil and District levels. At the District level, it will include local government departments and line agencies, non-government organisations and the private sector. It will be a people-centered advocacy approach that will enable communities to interact with the stakeholders to give voice to their issues, and seek their buy-in for the model they will be part of through this intervention.

The programme will work with the COs, VOs, LSOs, LSOs Networks and local government, to conduct assessments to identify and prioritise community needs at three levels. This process will make use of a range of assessment tools including community mapping (to identify existing resources and gaps), and focus group discussions to triangulate information about community needs. Based on the inputs from activities under Result 1.1, each VO/LSO will be assisted to develop medium term VDPs, UCDDP and District Development Plans (DDP) for a five-year period. Where possible, LAs will also be integrated into the project planning to ensure that the decision-making process facilitated among COs/VOs/LSOs is in line with governmental standards; establishing cooperation between the LAs and communities will also serve as another step to build relationships between communities and authorities that will be necessary for sustained collaboration on development initiatives in the future.

To apprise the GoB's Annual District Development Planning, and for resource mobilisation advocacy, relevant and effective service delivery mechanism, and to serve as a joint social- accountability framework following a set of activities will be undertaken to achieve the result and contribute to the overall objective of the programme:

- i. The RSPs will facilitate and support organizing advocacy workshops at district and Tehsil level. The women and men members of the VOs and LSOs will lead the process and all stakeholders will be invited to participate in these events to discuss the already prepared VDPs and UCDDPs under social mobilisation chapter; and
- ii. Men and women elected representatives (District and UC Councillors) from the area will be sensitized and made aware of the project interventions and efforts will be made to integrate the gender sensitive VDPs and UCDDPs into district development strategy and action plans. This forum will help communities voice their rights and influence pro-poor policies and development. It will also be recognition of their achievements. Moreover, the events will provide visibility to the model and facilitate the buy-in of government and other stakeholders.

Note: Kindly refer to section 1(23): "Mechanisms for Creating Synergies and Linkages between Community Institutions and Local Government Authorities" of the Manual for detailed procedural guidelines of these activities.

8.2 Deliver training on Balochistan Local Government Act (BLGA) 2010 to elected Representatives of Local Governments

District Master Trainers already trained under BCDP will impart the training to members of the local councils at provincial, designated district cluster/divisional and or district level. Women members of the local government will be invited to these trainings. Also, separate trainings should be arranged for women participants. The training will tentatively have the following themes and it will be 2-3 days duration.

- Overview of Local Government Concept, Constitutional protection and legal framework as provided under the BLGA-2010;
- Definitions & composition of local area and constitution of local governments under Balochistan LGA;
- Three tier Local Government system, Union Council, Municipal Committees and Corporations and District/City District Government and Council;
- Powers and Functions of different Tiers of Local Government; and
- Introduction to area-based participatory planning.

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

8.3 Deliver Training on Planning and Development to UC Secretaries, Development Officers, Assistant Directors and Chief Officers of Staff of LGRDD

The aforementioned cadre of staff of LGRDD in target districts will be imparted training on planning and development in light of BLGA 2010. The following topics will be included in these trainings.

- Introduction to Balochistan Public Sector Development Programme (PSDP);
- Local Councils Grants Committee and Fiscal Transfer (Composition and functions of LCGC);
- Budget preparation and Understanding Local Revenue Generation Schedule;
- Legal proceedings of introducing/adjusting local revenues; Collection of local revenues;
- Public Financial Management & Taxation; (Local Funds; Public Accounts; Budgeting; Auditing);
- Gender sensitization and mainstreaming; and
- Planning and development processes and procedures.

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

8.4 Deliver Training of Elected Chairman and Vice Chairman on Local Government Finance and Budgets, and Finance and Accounts

All elected Chairmen and Vice Chairmen of all three tiers of local government system will be imparted training and the following thematic areas will be covered under this category of training:

- Introduction to Balochistan Public Sector Development Programme (PSDP);
- Local Councils Grants Committee and Fiscal Transfer (Composition and functions of LCGC);
- Budget preparation and Understanding Local Revenue Generation Schedule;
- Legal proceedings of introducing/adjusting local revenues; Collection of local revenues;
- Gender sensitization and mainstreaming; and
- Public Financial Management & Taxation; (Local Funds; Public Accounts; Budgeting; Auditing).

Note: Guidelines for planning and arranging training sessions is given at Annex A-1.

8.5 Deliver Training of Chairmen and Vice Chairmen on Planning and Development under BLGA 2010

Building capacity of elected local bodies particularly that of Chairman, Vice Chairman to plan and manage development is considered one of the major requirements for good local governance and local development in Balochistan and Pakistan. Elected local councils' chairman and vice chairman will be imparted training to enhance their capacity on planning and development. The following thematic areas will be covered under this category of training.

- Local Government Development Strategies and Development Plans and needs prioritization;
- Development Vision, approval forums and procedure for development schemes under the BLGA-2010;
- Participatory development practices;
- Gender sensitization and mainstreaming;
- Role and mandate of Local Government Commission;
- Relations between the Government and local governments;
- Supervision of Local Governments; and
- Provincial Framework for local governments.

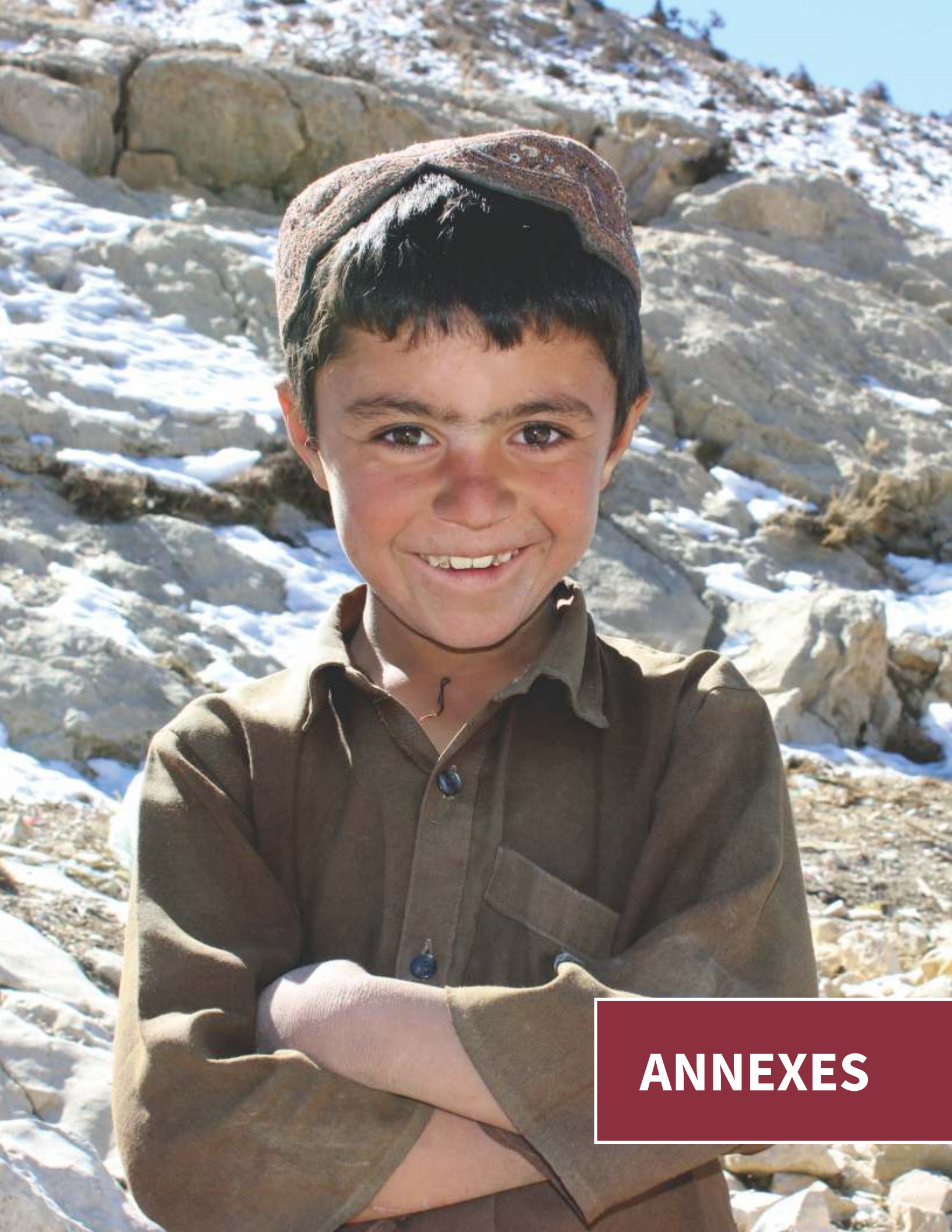
Note: Guidelines for planning and arranging training sessions is given at Annex A-1.

8.6 Deliver Training to Chairman and Vice Chairman on Local Government General Powers, Decision Making, Team Work and Enforcement Rules, By-laws and Procedures

It is of utmost importance that elected local council members are aware of their general powers, decision making and team work so that they can play their due role and responsibilities entrusted to them. This training will enhance their understanding and knowledge regarding their main roles and responsibilities besides other functions expected of them. The training sessions will cover the following important thematic areas and will enhance the knowledge, understanding and skills of the target members.

- Rules of Business and other rules;
- By-laws;
- Government instructions, notifications and circulates;
- Guidelines and planning manuals;
- Revenue and Patwar System and the role of local government representatives;
- Local Government General Powers and Enforcement;
- Anti-Encroachment rules and procedure;
- Implementation of municipal laws; and
- Decision Making and Team Work.

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



ANNEXES

Annex A

Social Mobilisation

Annex A-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 A-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 A-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 A-1c:– Summary of Training Participants).

Annex A-1a: Training Session Plan

Name of RSP:

Name of District:

SMT/Field Unit:

UC:

Date: DD/MM/YY

Overall objectives of Training: (Please write the objectives of the training)

- 1.
- 2.
- 3.

Number of potential participants:

Criteria of 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) . . .	(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 A-1b: Training Registration and Attendance Sheet

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

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 A-1c: Summary of Training Participants

(Data can be pulled from Annex A-1b)

RSP: 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 A-2c: Supervisor's UC Enumeration Plan

RSP:

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 A-2d: Daily Progress Report (PSC Survey)

RSP:

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 A-2e: List of Households with Poverty Scores

RSP: 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 A-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 (Goth/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 (Primary/middle/high/college)			Type (Pvt/Govt)		Status (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/ 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/Bullock	Cow/Bull	Camel	Goat	Sheep	Donkey	Mule/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 A-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	Dispensers	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							

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 A-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 Biradari (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 A-3a: Formats for CO Register

i. CO Resolution Form for CO Formation

Name of CO:		Village:		Union Council:	
Tehsil		Total Households in Muhalla:		Date of Meeting:	
District:		Households Participated:		Venue:	

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:

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 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:

MIS code	Title	Spouse or Father's Name	CNIC No	PSC Score	Education	Signature
	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:

MIS code	Name of member	Father/Spouse Name	CNIC No	PSC Score	Signature

Signature of President _____

Signature of Manager _____

ii. Terms of Partnership between RSP and CO

Whereas [Name of RSP] is a registered body under Section 42 of the Companies Ordinance of 1984 as a non-profit company. The main objective of [Name of RSP] 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 [Name of RSP] 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 difference 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 on the specified format.
15. Members upon becoming a member of the CO, fulfil its 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.
17. Encourage the non-members to attend community awareness session and/or disseminate key messages to them.
18. Take steps in fulfilling its roles and responsibilities assigned in the Terms of Partnership with the RSP.

B: Roles and responsibilities of the RSP

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 is 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 RSP:

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 and 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 enrolment 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 Nikkah 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 (jewellery, 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.

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 _____

vii. Member's Saving Passbook

Cover Page

Name of the member		Parentage	
CNIC No.		Date of membership	
Mohallah		Village	
Name of the CO		Meeting Date	
Venue			

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

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

Resolution

The members of the CO in its meeting held on _____ unanimously resolved to join the Village Organisation_____. The following members were selected to represent the CO in the General Body of the VO.

MIS code/S.#	Name of selected member	Father/Spouse Name	Position in the CO	PSC Score	Signature

Signature of members

MIS code/S.#	Name of selected member	Father/Spouse Name	Position in the CO	PSC Score	Signature

Signature of President_____

Signature of Manager_____

Annex A-3b: Social Mobilisation Plan

RSP Name:

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 Organised	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 A-3d: Programme Introduction

1. Assalamo Alaikum: My name is [Name of the person]. I work for [Name of RSP] as [designation]. I am here to discuss a partnership opportunity that can help improve your socio-economic conditions. I will also answer your questions.
2. The aim of [Name of RSP] is to guide and support the poor people to improve their life through organising themselves into their own community organisation. [Name of RSP] works closely with government of Sindh and European Union (EU) to assist poor and women in Sindh.
3. The [Name of RSP] 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 Sindh, where we work we have seen thousands of families come out of poverty by organising themselves. [Name of RSP] and other similar RSPs are also working in other provinces and districts of the country where more than 6 million 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 God 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 [Name of RSP] is not a charity organisation. The [Name of RSP] 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 [Name of RSP];
 - 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 [Name of RSP] 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 [Name of RSP] will also provide some resources and vocational skills for implementation of the MIPs of the most deserving families. (At this stage, the SO should brief the community members about the EU funded BRACE programme and the ideas of 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/venue).

Now let me thank all of you for listening me so patiently. Let us hope that the development partnership between the [Name of RSP] and your community will contribute to improve lives and livelihoods the local people.

Annex A-4: Formats for VO Register

i. VO Resolution Form for VO Formation

Name of VO:		Village:		Union Council:	
Tehsil:		Total COs:		Date of Meeting:	
District:		No. COs' members participated:		Venue:	

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 (Name of RSP) 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 RSP 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 RSP and VO

Whereas [Name of RSP] is a registered body under Section 42 of the Companies Ordinance of 1984 as a non-profit company. 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 RSP approach is based on organising willing communities and supporting them in development activities which the people themselves identify and can undertake. The [Name of RSP] 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 RSP _____ 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. Provide assistance to 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 enrolment, civic registration, plantation campaign etc.

B: Roles and responsibilities of RSP

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 RSP, monitor its proper operation and utilization
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 RSP _____

Name:_____

Designation_____

Signature:_____

Date:_____

iii. Attendance Record

MIS Code /S.#	Name of Member	Name of Spouse or Father	CNIC No	Meeting Date	Meeting Date	Meeting Date	Meeting Date	Meeting Date
				Attendance	Attendance	Attendance	Attendance	Attendance

iv. Proceeding Records (Karwai)

VO Name:		Village:		Union Council:	
Tehsil:		District:		Date of Meeting:	
Venue:		Total VO members:		Members participated:	

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

VO Name:	Village Name:	Revenue Village Name:	Union Council Name:	Tehsil:	District:
VO MIS Code:	GPS Coordinate:	VO Formation Date:	Total H.H in village:	Organized HH in village:	Total Population:
Village Population Break-up					
Total Men (>17 years):	Total Women (>17 years):	Total Transgender:	Total Children (age < 5 years):	Children (age b/w 5 - 16 years):	Persons with Disabilities:
Total old persons (age > 65 years):	Number of Elected Representative	Number of COs in VO:	Total VO General Body Members:	VO GB members:	VO GB minorities members:
Number of PSC 0-23 HHs in village:	Number of PSC 0-23 HHs organised:	VO Registration No	Registration Act:	VO Bank Account No:	VO Bank Name and Branch
Name of LSO Name (if formed):			Date of preparation of VDP:		
No of VO Members present in the F.G.D					

VO President Name: _____

Telephone No: _____

VO General Secretary Name: _____

Telephone No: _____

VO Treasurer Name: _____

Telephone No: _____

SOCIO-ECONOMIC ANALYSIS FOR VILLAGE DEVELOPMENT PLANNING

Form VD-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:					Needs/ Opportunities/Potential
Number of COs in VO	Member HHs	Total Savings	Average Savings per month	Average Savings per member	
Male COs:					
Women COs:					
Mixed COs					
Total COs:					

1.3 Resource Mobilisation:				
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
2.1	SELF-EMPLOYED (FARMING – AGRICULTURE):				
2.1.1	Cultivation as tenant/share cropper				
2.1.2	Own land cultivation				
2.1.3	Seasonal Paid Employee (agriculture)				
2.2	SELF-EMPLOYED (FARMING – LIVESTOCK):				
2.2.1	Own livestock				
2.2.2	Livestock of others				
2.2.3	Own livestock and livestock of others				
2.3	SELF-EMPLOYED (NON- AGRICULTURE):				
2.3.1	Shop Keeper				
2.3.2	Trader				
2.3.3	Transporter (own Vehicle)				
2.3.4	Daily Wages/Un-skilled Labour				
2.4	Un-Employment				
2.4.1	Un-Employee Youth				
2.4.2	Un-Employee Women				
2.4.3	Un-employee Disable				
2.4.4	No occupation (depending on charity)				
2.5	Govt. Employees				
2.6	Semi-government/ autonomous bodies Employees				
2.7	Employee in Private Sector				
2.8	Other (please specify)				
	TOTAL Households				

3. Migration status of Village population

3. Migration details;			
3.1 HH permanently migrated from the Village in last 5 years	Reason for Migration No of HHs	Problems/ Issues	Needs/ 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 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		
5.1.7 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 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		

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 Enrolment	No of School Age Children in village (5-9 years)		No of children Enrolled	Needs/ Opportunities	
a. Boys					
b. Girls					
c. Total enrolment					

5.3 WASH

5.3.1 Are Drinking Water and Sanitation Facilities Available in Village? Yes () No ()			
5.3.2 If no, from where 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)

6. Do Natural/Man-made Disasters frequently occur? Yes () and No ()			
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

7. 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			

8. 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 VOs in the FDG: _____ **Date:** ____/____/_____

GPS Coordinates: N..... E.....

<p>Instructions:</p> <ol style="list-style-type: none"> 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 and other opinion makers. The members of VO general body will present the needs and opportunities identifies by their respective CO through a resolution. 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. Selection of development activities will be finalized through Pairwise Ranking Exercise (Annex -1) The provided Village Development Plan “VDP” (Annex -2) standard template will be filled out with the help of the supporting documentation and discussion points (Annex -3) Separate supporting sheets, where applicable will be prepared for the proposed activity and be attached with the VDP The VDP will be signed by the VO Office Holders, elected representative (if participated on request) and the RSP supportive staff (Annex - 4). 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. Additional sheets can be added in case the development activities are not fit in the given space of the format 	<p>VO President Name: _____</p> <p>Signature: _____</p> <p>VO General Secretary Name: _____</p> <p>Signature: _____</p> <p>1. Facilitator Name: _____</p> <p>Designation: _____</p> <p>Signature: _____</p> <p>2. Facilitator Name: _____</p> <p>Designation: _____</p> <p>Signature: _____</p>
---	---

Form VDP-2 Annexes

Annex 1: 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 each activity in yes/no, and fill in the table accordingly. Calculate the votes and priorities 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 2: Village Development Plan 5 Year Summary Sheet

Guiding Note: Please mention the name of department, organization, elected MPAs and MNAs in possible solution column where as 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 (HH/Number) level			Action Plan					Follow-up
		Male	Female	Total	Possible Solution	Means	Responsibility	Time Line		
								From	To	
1										
2										
3										

B. Hard Component:

Priority #	Activity	Cost	Beneficiaries			Action Plan					Follow-up
			Male	Female	Total HH	Possible Solution	Means	Responsibility	Time Line		
									From	To	
1											
2											
3											

Annex 3: VDP Supporting Document for Physical Infrastructure

Priority No	Specifications (Length/Width/No/Quantity etc.)	Available Resources		Required Resources	Potential Donor/GoB Department	Estimated Cost
		Human	Material (sand, stone, wood etc.)			

Annex 4: Attendance Sheet of VDP Participants

Sr. No	Name	Designation	Organisation/Department	Telephone No	Signature/ Thumb Impression

vi. VO Quarterly Progress Report

Date of Reporting (DD/MM/YY):				Reporting Quarter:			
1. Basic Information							
MIS Code	VO Name	Formation Date	Village	Revenue Village/Settlement	Union Council	Tehsil	District

2. VO Meetings			
Total no. of COs in VOs	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			
	Previous Month (Rs.)	Current Month (Rs.)	Total
Source (Internal or External)			

5. Assistance in Social Mobilisation		
List of COs visited by VO leader/CRP	Date of Visit	Output of the Visit (Monitoring, supervising 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 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

For the month of		Year		Page No	
Date (DD/MM/YY)	Description	Reference*	Amount Received (Rs.)	Amount Paid (Rs.)	Balance (Rs.)

**Write the page number of Ledger after posting of the transaction into its relevant account*

viii. Bank Book

For the month of		Year		Page No	
Date <i>(DD/MM/YY)</i>	Description	Reference*	Amount Deposited (Rs.)	Amount Paid (Rs.)	Balance (Rs.)

*Write the page number of Ledger after posting of the transaction into its relevant account

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 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)
	Income			
1	Membership Fee			
2	Service Charge on internal lending			
3	Service Charge on CIF			
4	Donations from members			
5	Donations from external sources			
6	Bank Profit			
	Expenses			
7	Travel			
8	Meeting expenses (Tea etc.)			
9	Office Rent			
10	Telephone charges			
11	Electricity bills			
12	Stationery			
13	Honorarium of activists			
14	Salary of staff			
	Assets			
15	Cash in hand			
16	Bank balance			
17	Amount Receivable			
18	Furniture			
19	Equipment			
20	Computers and Printers			
	Equities			
21	Amount payable			
22	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

VO Name:		Village:		Union Council:	
Tehsil:		District:		Date of Meeting:	
Venue:		Total VO members:		Members participated:	

Resolution

The members of the VO in its meeting held on _____ 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.

MIS code/S.#	Name of selected member	Father/Spouse Name	Position in the VO	PSC Score	Signature

Signature of members

MIS code/S.#	Name of selected member	Father/Spouse Name	Position in the VO	PSC Score	Signature

Signature of President_____

Signature of General Secretary_____

Annex A-5a: List of Potential CRPs

VO Name:		Village:		Union Council:	
Tehsil:		District:			

S.#	Name of CRP	Gender	Education	Mobility <i>(Able to travel outside of their village if necessary)</i>	Rapport in Community <i>(Please choose from Average, Good, Very Good and Bad)</i>	From: <i>(Please tick the relevant column)</i>	
				Yes/No		Programme Area	Non-Programme Area
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							

Annex A-5b: Monthly Progress and Monitoring Report of CRP

District		Field Unit	
UC		Date (DD/MM/YY)	

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 UCDP/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 A-5c: Terms of Reference (ToR) for CRP

Dear Mr/Ms. _____

S/W/D/o _____

Address: _____

I am pleased to offer you to work as Community Resource Person (CRP) in VO _____, UC _____. This is a temporary assignment. You will report to the SMT in-charge (Name of SMT) _____ 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 with RSP 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 RSP
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 RSPs 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 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 A-6a: List of Potential Activities for VDP/UCDP

S.#	Sector	Potential Activities
1.	Social Mobilisation	<ol style="list-style-type: none"> 1. Formation of new COs 2. Reactivation of dormant COs 3. Improve CO/VO functions through motivation and monitoring 4. Help VOs in Village Development Planning
2.	Poverty Targeting	<ol style="list-style-type: none"> 1. Carry out Poverty Score Card Survey of missing HHs 2. Enrolment of deserving poor families with BISP, Zakat etc. 3. Manage proper distribution of food items, Eidi, Qurbani meat and similar other items donated by outsiders amongst poorest families
3.	Human Rights	<ol style="list-style-type: none"> 1. Help members in preparing CNIC 2. Birth registration 3. Voter registration 4. Voter education 5. Awareness raising seminars, workshop and walks on women and child rights 6. Provision of free legal aid to poor and women
4.	Peace and Harmony	<ol style="list-style-type: none"> 1. Community based security arrangement in collaboration with Police and Local Administration 2. Consensus building amongst religious, political and civil society bodies against extremists 3. Registration of IDPs 4. Registration of tenants 5. Conflict resolution on community development projects 6. Reconciliation Committees to resolve in-fighting, disputes and crimes through arbitration 7. Abolition of unnecessary customs and rituals
5.	Disaster Risk Management	<ol style="list-style-type: none"> 1. Rescue operations 2. Need assessment of IDPs and other disaster affected families and individuals 3. Disaster preparedness planning
6.	Education	<ol style="list-style-type: none"> 1. Enrolment of girls and boys in schools 2. Lobby for establishment of new schools from government funds 3. Lobby for provision of missing facilities in Govt. schools 4. Formation and proper management of School Management Committees 5. Arrange scholarship for deserving children from government sources 6. Facilitate debates, competitions and sport days at schools
7.	Health and Hygiene	<ol style="list-style-type: none"> 1. Monitor Govt. Health Facilities and share 2. Awareness raising seminars and workshops health and hygiene issues 3. Vaccination campaigns 4. Control over drug abuse 5. Facilitate Medical Camps 6. Health Micro Insurance 7. Identification and treatment of special people i.e. handicapped through government facilities

8.	Management of Natural Resources	<ol style="list-style-type: none"> 1. Protection of natural forest 2. Plantation of trees 3. Partnership with Govt. in local plantation programmes 4. Management of Veterinary Clinics 5. Organise livestock medical camps 6. Dissemination of quality seed in collaboration with government and commercial seed companies
9.	Develop Linkages with Government for accessing resources and services to members	<ol style="list-style-type: none"> 1. Agriculture Department 2. Livestock Department 3. Forest Department 4. Health Department 5. Education Department 6. LG & RD 7. Zakat Department 8. PM, MNA, MPA, District Councilors 9. District Council, TMA, UC
10.	Rural Infrastructure Development	<ol style="list-style-type: none"> 1. Participatory need assessment and planning with VO/COs 2. Fund raising from internal and external sources 3. Monitoring and reporting of on-going schemes 4. Technical support to VO/COs in maintenance and management of completed projects 5. Support in management of Govt. Infrastructures
11.	Environment	<ol style="list-style-type: none"> 1. Cleaning of residential streets 2. Cleaning of drainage system 3. Cleaning of local markets and other public places 4. Protection of natural wild life 5. Protection of natural forest 6. Plantation campaigns to increase green belts

Annex A-6b: 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 A-6c: 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.

1. Name of the Committed

i. General

This 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 chair person shall be elected through consensus. The Executive Committee has the rights 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 A-7: Format for LSO Register

i. LSO Resolution Form for LSO Formation

LSO Name:		Union Council:		Tehsil:	
District:		Total VOs:		Date of Meeting:	
No. VOs' members participated:		Venue:			

Resolution

We the members of VO _____ held a meeting today to discuss and decide about our socio-economic development. The following representatives of (Name of RSP) 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 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 RSP and LSO

Whereas [Name of RSP] is a registered body under Section 42 of the Companies Ordinance of 1984 as a non-profit company. The main object 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 RSP approach is based on organising willing communities and supporting them in development activities which the people themselves identify and can undertake. The [Name of RSP] 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 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 [Name of RSP] _____ 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 RSP 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 RSP

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 under Societies Act or any other suitable act
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 RSP _____

Name: _____

Designation _____

Signature: _____

Date: _____

iv. Proceeding Records (Karwai)

LSO Name:		Union Council:			
Tehsil:		District:		Date of Meeting:	
Venue:		Total LSO members:		Members participated:	

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 Development Plan (UCDP)

Basic Profile of the Union Council

LSO Name:	Union Council Name:	Tehsil:	District:	Division:	Province:
LSO MIS Code:	GPS Coordinate:	LSO Formation Date:	Total H. H in UC:	Organized HH in UC:	Total Population:
UC Population Break-up					
Total Men (>17 years):	Total Women (>17 years):	Total Transgender:	Total Children (age < 5 years):	Children (age b/w 5 - 16 years):	Persons with Disabilities:
Total old persons (age > 65 years):	Number of Elected Representatives	Number of COs in LSO:	LSO GB Members: Total:	LSO GB Minority Members	LSO Ex. Body members: Total:
			Male	Female	Male
					Female
Number of PSC 0-23 HHs in UC:	Number of PSC 0-23 HHs organised:	LSO Registration No	Registration Act:	LSO Bank Account No:	LSO Bank Name and Branch
Name of Tehsil LSO Network (if formed):	No of LSO Members present in the F.G.D				Date of preparation of UC DP:

LSO President Name: _____ Telephone No: _____

LSO General Secretary Name: _____ Telephone No: _____

LSO Treasurer Name: _____ Telephone No: _____

SOCIO-ECONOMIC ANALYSIS FOR UC DEVELOPMENT PLANNING

Form UCDP-1

1. Social Mobilisation

1.1 HH Organisation			
Total HHs in the UC	Organised HHs	Un-organised HHs	Needs/Opportunities/ Potential

1.2 Saving status:						Needs/ Opportunities/Potential
Number of COs in LSO	Member HHs	Total Savings	Average Savings per month	Average Savings per member		
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:				

1.3 Community Management Skills Training (CMST)		
	No of members trained in CMST	Needs/ Opportunities/Potential
Male COs:		
Women COs:		
Mixed COs		
Total COs:		

1.3 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:			

2. 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
2.1	SELF-EMPLOYED (FARMING – AGRICULTURE):				
2.1.1	Cultivation as tenant/share cropper				
2.1.2	Own land cultivation				
2.1.3	Seasonal Paid Employee (agriculture)				
2.2	SELF-EMPLOYED (FARMING – LIVESTOCK):				
2.2.1	Own livestock				
2.2.2	Livestock of others				
2.2.3	Own livestock and livestock of others				
2.3	SELF-EMPLOYED (NON- AGRICULTURE):				
2.3.1	Shop Keeper				
2.3.2	Trader				
2.3.3	Transporter (own Vehicle)				
2.3.4	Daily Wages/Un-skilled Labour				
2.4	Un-Employment				
2.4.1	Un-Employee Youth				
2.4.2	Un-Employee Women				
2.4.3	Un-employee Disable				
2.4.4	No occupation (depending on charity)				
2.5	Govt. Employees				
2.6	Semi-government/ autonomous bodies Employees				
2.7	Employee in Private Sector				
2.8	Other (please specify)				
	Total Households				

3. Migration status of UC population

3.1 Migration details;				
3.1 HH permanently migrated from the UC in last 5 years	Reasons for Migration	No of HHs	Problems/ Issues	Needs/ Opportunities/Potential
3.2 HHs migrated to the UC in last 5 years				

4. 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								

5. Social Sectors (Education, Health, Water, Sanitation etc.)

5.1 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

5.2 Education

5.2 Govt. and Private Schools in the UC:				
Type of Education Facilities	For Boys (No)	For Girls (No)	No of Students	
1. Govt. Primary Schools				
1. Private Primary Schools				
2. Community Primary Schools				
3. Govt. Middle Schools				
4. Private Middle Schools				
5. Govt. High Schools				
6. Private High Schools				
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 Enrolment			
	No of School Age Children in village (5-9 years)	No of children Enrolled	Needs/ Opportunities
a. Boys			
b. Girls			
c. Total enrolment			

5.3 WASH

5.3.1 Are Drinking Water Facilities Available in the UC Villages? Yes () No ()			
5.3.2 If no, from where 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)

Do Natural/Man-made Disasters frequently occur? Yes () and No () 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

7. 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			

8. 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 UCDP-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.....

<p>Instructions:</p> <ol style="list-style-type: none"> 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. The members of LSO general body will present the needs and opportunities identifies by their respective VOs through a resolution. 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. Selection of development activities will be finalized through Pairwise Ranking Exercise (Annex -1) The provided UC Development Plan “UCDP” (Annex -2) standard template will be filled out with the help of the supporting documentation and discussion points (Annex -3) Separate supporting sheets, where applicable will be prepared for the proposed activity and be attached with the UCDP The UCDP will be signed by the LSO Office Holders, elected representative (if participated on request) and the RSP supportive staff (Annex - 4). The original copy of the completed UCDP 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 UCDP copies with the government departments, I/NGOs, philanthropist, etc. Additional sheets can be added in case the development activities are not fit in the given space of the format 	<p>LSO President Name: _____</p> <p>Signature: _____</p> <p>LSO General Secretary Name: _____</p> <p>Signature: _____</p> <p>1. Facilitator Name: _____</p> <p>2. _____</p> <p>Designation: _____</p> <p>Signature: _____</p> <p>3. Facilitator Name: _____</p> <p>Designation: _____</p> <p>Signature: _____</p>
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Annex 2: UC Development Plan 5 Year Summery Sheet

Guiding Note: Please mention the name of department, organization, elected MPAs and MNAs in possible solution column where as 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 (HH/Number) level			Action Plan					Follow-up
		Male	Female	Total	Possible Solution	Means	Responsibility	Time Line		
								From	To	
1										
2										
3										

B. Hard Component:

Priority #	Activity	Cost	Beneficiaries			Action Plan					Follow-up
			Male	Female	Total HH	Possible Solution	Means	Responsibility	Time Line		
									From	To	
1											
2											
3											

Annex 4: Attendance Sheet of UCDP Participants

Sr. No	Name	Designation	Organisation/Department	Telephone No	Signature/Thumb Impression

vi. 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			
	Previous Month (Rs.)	Current Month (Rs.)	Total
Source (Internal or External)			

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		

7. Key Documents Developed		
	Yes/No	Date developed/latest updated
UC Profile		
UC Development Plan		
LSO records updated		

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 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)
	Income			
1	Membership Fee			
2	Service Charge on internal lending			
3	Service Charge on CIF			
4	Donations from members			
5	Donations from external sources			
6	Bank Profit			
	Expenses			
7	Travel			
8	Meeting expenses (Tea etc.)			
9	Office Rent			
10	Telephone charges			
11	Electricity bills			
12	Stationery			
13	Honorarium of activists			
14	Salary of staff			
	Assets			
15	Cash in hand			
16	Bank balance			
17	Amount Receivable			
18	Furniture			
19	Equipment			
20	Computers and Printers			
	Equities			
21	Amount payable			
22	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. LSO resolution for Joining the LSO Network

LSO Name:		Union Council:		Date of Meeting:	
Tehsil:		District:		Total LSO GB members:	
Venue:				Members participated:	

Resolution

The members of the LSO in its meeting held on _____ unanimously resolved to join the Local Support Organisation Network (LSON)_____. The following members were selected to represent the LSO in the LSON.

MIS code/S.#	Name of selected member	Father/Spouse Name	Position in the CO	PSC Score	Signature

Signature of members

MIS code/S.#	Name of selected member	Father/Spouse Name	Position in the CO	PSC Score	Signature

Signature of President_____

Signature of General Secretary_____

Annex A-8: 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 A-9: CO/VO/LSO Monitoring Report

RSP		Reporting period/month	
District		Report prepared by	
SMT		Submission date	
CO/VO/LSO			

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 Yes/No	Date of preparation/last update (DD/MM/YY)	Maintained 1. Fully 2. Partially	
1	MIPs of Households (for CO)				
2	Village Profile (VO)				
3	VDP (for VO)				
4	UC Profile (for LSO)				
5	Registers (for CO/VO/LSO)				
6	Sectoral registers (CIF/IGG/VTP/CPI whichever is relevant)				

F. Key Indicators of Critical Social Issues (especially for CO)						
Indicators		Total	Current/last month	Indicators		Total
No. of deliveries took place through skilled birth attendant or at health facility (public or private)				No. of children (5-12 years) from CO member households enrolled in school		
No. of CO member households that have vaccination cards for their children (0-23 months)				No. of CO members who are aware of at least four basic human rights		
No. of CO member households that have latrines in their homes				No. of children (boys and girls) from CO member households with birth registration		
No. of eligible (above 18 years of age) women and men from CO member households with CNICs				No. of forest/fruit trees planted by CO member households		
No. of married couples from CO member households with marriage certificates				No. of CO members registered as voters		

G. Major successes and achievements	H. Major failures/risk that should be rectified immediately
1. ...	1. ...
2. ...	2. ...

Annex A-10: 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 majority of VOs/COs 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 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 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 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 quarterly basis in the office of a member LSO or any other suitable place. Additional meetings could be called on need basis. The Chairperson and the Secretary of the LSO Network will attend meetings of the Joint District Development Committee on need basis.

Annex A-11: 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 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 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 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 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 quarterly basis in the office of a member LSO or any other suitable place. Additional meetings could be called on need basis. The Chairperson and the Secretary of the LSO Network will attend meetings of the Joint District Development Committee.

Annex A-11a: 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	Causes 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
								Programme Share	Other Sources	Start Date	End Date			
A. Programme Activities														
1														
2														
3														
4														
5														
6														
7														
8														
9														
10														
B. Mainstreaming Cross-cutting Themes														
1 HEALTH:														
1														
2														
3														
4 EDUCATION:														
1														
2														
3														
7 CLIMATE CHANGE:														
1														
2														
3														
4														
5														
6														
7														
8														
9														
10														
C. Self-Help Initiatives														
1														
2														
3														
4														
5														
6														
7														
8														
9														
10														

Signature
(Chairperson T-LSO Network)

Signature
(Secretary T-LSO Network)

Signature
(RSP Representative)

Annex A-11b: 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	Causes of Identified Issue/Challenge	Potential Development Initiative	Tehsil Network Name	Unit	Indicative Cost in PKR		Expected Timeframe Start Date End Date	Proposed Beneficiary Households	Responsibility	Follow-up
							Programme Share	Other Sources				
A. Programme Activities												
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
B. Mainstreaming Cross-cutting Themes												
1 HEALTH:												
1												
2												
3												
4 EDUCATION:												
1												
2												
3												
7 CLIMATE CHANGE:												
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												
C. Self-help Initiatives												
1												
2												
3												
4												
5												
6												
7												
8												
9												
10												

Signature
(Chairperson D-LSO Network)

Signature
(Secretary D-LSO Network)

Signature
(RSP Representative)

Annex B:

Capacity Building of Communities to Assert their Rights and Hold Local Authorities Accountable

Annex C:

Technical and Vocational Education and Training (TVET)

Annex C-1: Resolution and List of Nomination

CO Name:		Union Council:		Date of Meeting:	
Tehsil:		District:		Total CO Members:	
Venue:				Members participated:	

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 SMT with list of members CO members who have nominated the participants.

Annex C-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 <input type="checkbox"/>	Self-employed <input type="checkbox"/>	Unemployed <input type="checkbox"/>			
2. If Employed/Self Employed:		Nature of work: Monthly Income (PKR):					
3. How the trainee wants to utilise his/her skills after training		Employment <input type="checkbox"/>		Self-employment/business <input type="checkbox"/>			
4. If employment, name of potential employers		i.		ii.		iii.	
5. If Self-employment: (a) name supporter in establishing start-up initiative		i.		ii.		iii.	
(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 <input type="checkbox"/>	No <input type="checkbox"/>
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 BRACE programme?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.	Does the nominated member is from the CO members' Household?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5.	Does the household score fall below poverty score of 0-23?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
6.	Is the age of nominated trainee is between the age of 18-45 years?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7.	Is the in nominated trainee is mentally and physically fit for the proposed training?(Note: Disabled persons can attend suitable training)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
8.	Is the market situation/opportunity suitable for the proposed trade?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
9.	Is the nominee is willing and able to attend the training course for the full intended duration of the training?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
10.	Is the nominee is willing and able to travel from the village to training institute if desired?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
11.	Post training plan of the trainees is implementable?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
12.	Nominee recommended for the proposed training?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Remarks by the SMT/ capacity building officer (any specific need, preference of a availability of the trainee, in case not recommended reason):			

Signature of SMT Capacity Building Officer: _____ RSP: _____ SMT Name: _____ Date: _____

Annex C-3: List of Selected Trainees

RSP	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 C-4: Training Calendar

Name of RSP:			Name of District:				Date Prepared:			
S.No	Name/Trade of Training	Training Institute	Venue	Sex 1. Male 2. Female 3. Both	Type 1. Residential 2. Non-Residential 3. Optional	Number of participants	Duration (Days)	Start Date (DD/MM/YY)	End Date (DD/MM/YY)	

Annex C-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	Hair Dresser	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 Management of Mango	Both				X		
24	Sheep and goat production	Both				X		
25	Solar drying of fruits and vegetables	Both		X				

	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above
26	Tunnel Farming	Both		X				
	Any other identified in TNA/labour market survey exercise							
Sector 5: Hospitality Industry								
27	Cooking	Both		X				
28	House Keeping	Both		X				
29	Home Maid Training	Both		X				
30	Receptionist Training	M					X	
31	Waitering/Server training	M				X		
	Any other identified in TNA/labour market survey exercise							
Sector 6: Construction								
32	Fitter General	M				X		
33	House Carpenter	M				X		
34	Mason	M		X				
35	Quantity Surveyor	M					X	
36	Steel Fixer	M		X				
37	tile Fixing and cutting	M		X				
38	Civil Surveyor	M					X	
39	Heavy machinery Operator	M		X				
40	Building Electrician	M				X		
41	Plumber				X			
	Any other identified in TNA/labour market survey exercise							
Sector 7: Electrical								
42	Electrical Technician	M				X		
43	Electrical Wiring	M		X				
44	Motor Winding	M		X				
45	Industrial Electrician	M				X		
46	Home Appliances Repair	Both			X			
47	Electrician (Advance)	M		X				
	Any other identified in TNA/labour market survey exercise							

	Course Name	Best Suitable for (M/F/Both)	Minimum Level of Qualification Required					
			Not Literate	Literate	Primary	Middle	Matric	Above

Sector 8: Light Engineering

48	Welder	M		X				
49	Air conditioning and refrigeration Repair	M			X			
50	Auto Cad	M					X	
51	Photocopier Machine Repair	M				X		
52	Mobile Phone Repair	M		X				
	Any other identified in TNA/labour market survey exercise							

Sector 9 Food Processing

53	Bakery Products	Both		X				
54	chilli Processing	Both		X				
55	Fruit Preservation and Packaging	Both		X				
56	Fruit and Vegetable Processing	Both		X				
57	Meat technology	Both		X				
	Any other identified in TNA/labour market survey exercise							

Sector 10 Information Technology

58	Computer Skills Training	Both				X		
59	Computer Hardware Technician	M			X			
60	optical fibre	M				X		
61	office Automation	Both				X		
	Any other identified in TNA/labour market survey exercise							

Sector 11 Mechanical

62	Auto Mechanic	M		X				
63	Auto Electrician	M		X				
64	Car AC Repair	M		X				
65	Tractor Repairing	M		X				
66	Motor Cycle Repairing	M		X				
67	Denting and Painting	M	X					
68	Peter Engine Repair	M		X				
69	Cycle repair	M	X					

Sector 12 Logistics

70	Car Driving	M	X					
72	HTV Driving	M	X					

Annex D

Adult Literacy and Numeracy Skills

Memorandum of Understanding

Adult literacy interventions under Balochistan Rural Development and Community Empowerment Programme (BRACE Programme), in --- Districts of Balochistan

Between

..... (name of RSP)

And

National Commission for Human Development (NCHD)

This memorandum of understanding (MoU) is made on, 201? at Quetta/Turbat

Between

1. (Name of RSP)

And

2. National Commission for Human Development (NCHD)

For

Adult literacy intervention under BRACE Programme in districts of Balochistan

1. Introduction

The purpose of this letter of understanding is the outline the facilitation role of ??? Rural Support Program (here in after referred to as ?RSP) and National Commission for Human Development (hereinafter referred to as NCHD) in the implementation of adult literacy interventions underProgram ...indistricts of Balochistan

2. Parties

I. ?RSP

Postal address:

Contact numbers:

E. mail:

II. National Commission for Human Development (NCHD)

Postal address:

Contact numbers:

E. mail:

Whereas? ?Rural Support Programme (?RSP) is an autonomous and not-for profit organization working in the rural areas of Balochistan since ????. The overall mission of the ??RSP is to reduce poverty and foster wellbeing of the poor by “Harnessing People’s Potential to help themselves”. The core programme of ??RSP is social mobilization, social cohesion by organizing people in CO/VO/LSO the community institutions. These grassroots community organizations 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 The commission is a part of ministry of: training Islamabad. Its is working in all the four provinces of Pakistan beside AJK, FATA and GB. Its major programme are Education (UPE &Adult Literacy) and Health.

Whereas ?RSP with technical and financial assistance of European Union (EU) has initiated as integrated programme in _____districts of Balochistan including,,, and covering ... Union Councils extensively for a ---- year program that is Balochistan Rural Development and Community Empowerment (BRACE Programme) to “support the Government of Balochistan 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.”

Therefore, NCHD and ?RSP have entered into 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 ?RSP shall determine, through mutual consultations, the mechanism to further enhance cooperation and collaboration for the above state purpose, and for this purpose NCHD and ?RSP 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. ? Rural Support Programm (?RSP) party-A

1. ?RSP will be responsible for social mobilization of the community field staff to identify the relevant participants, community mobilization/need assessment for literacy courses and evolve/motivate the community for active participation in the basic and functional/literacy centers process. The activities to carried out includes; social mobilization 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. ?RSP will be responsible for implementation of Basic & Functional Literacy courses in line with guidelines provided by NCHD.
3. ?RSP will organize events for training of teachers/staff.
4. ?RSP will be responsible for compilation and updating of the respective data of the learners and teachers.
5. ?RSP will be responsible for monthly honorarium of teacher up till course completion.
6. ?RSP will pay the re-printing cost of materials of Govt. printing press and training cost for the project time period as per the attached budget. Inflation rate will be taken into consideration at the time of printing.
7. ?RSP will be responsible for monthly honorarium of ALCs teacher for working month in all literacy phases during the project time.
8. ?RSP 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. ?RSP will make arrangement for training of staff/teachers.
10. ?RSP 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 ?RSP Adult Literacy Courses.
2. NCHD will facilitate in re-printing of Literacy Books and materials to ?RSP,
3. NCHD will facilitate and provide training/reference materials and manual, to field staff of ?RSP.
4. NCHD will be responsible for evaluation/monitoring of the respective literacy courses.
5. After the completion of each Phase, both NCHD and ?RSP would organize monitoring teams for conducting final assessment/evaluation of literacy courses.
6. NCHD will provide orientation sessions to field staff of ?RSP at different locations of Balochistan.
7. NCHD will facilitate ?RSP in re-printing of AKC materials on payment and given acknowledgment to ?RSP, Programme on the reprinted materials.

C. ?RSP & 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 the both NCHD and ?RSP at each District and Provincial level. The final report will be published by ?RSP

Duration of the agreement

- a. The Memorandum of Understanding will take effect from till..... and will be extendable as mutually agreed by the both parties.
- b. Tis 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 organizations 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 the 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 mention above.

Chief Executive Officer
?? RSP

Director Operations
NCHD
(On behalf of NCHD)

(Witness)
Name
Designation
??RSP

(Witness)
Name
Designation
NCHD

Annex D-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 D-3 Format for Resolution of Illiterate Women for Adult Literacy and Numeracy Skills Training

VO Name		R. Village/Settlement	
Tehsil		District	

S. No	HH Head Name	Name of Woman	CNIC No	Age	CO Name	Willingness (Y/NO)	Remarks by SMT
1							
2							
3							
4							
5							

Name of VO President: _____ Signature: _____ Date: _____

Name of VO General Secretary: _____ Signature: _____ Date: _____

Name of RSP Representative: _____ Signature: _____ Date: _____

Annex D-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 are able to 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 co-ordinated outcomes.
4. Maintain accurate and complete records of students' progress and development
5. Update all necessary records accurately and completely as required by centre'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 centre's policy.
9. Promote and support extra-curricular activities.
10. Maintain discipline in accordance with the rules and disciplinary systems of the learning centre.
11. Maintain the centre 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 Rs. _____ for your services
3. You will be given 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 D-5 Monthly Status of the Literacy and Numeracy Centres

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 D-6 Clearance Certificate of the Literacy Centre

No of Literacy Centre		R. Village	
UC		Tehsil	
District		SMT	

I (Name of land lord)

S/O

CNIC NO

Owner of house No:

Address:

Hereby state that my above mentioned house was rented by (Name of RSP)

for a period of 6 months (from: to).

The RSP has paid the rent of my house, electricity and other utilities in full. I have no financial or other claims against the RSP.

Signature/Thump Impression of the land lord

Date:

Annex E

Income Generating Grants (IGG)

Annex E-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:	<input type="checkbox"/> LSO <input type="checkbox"/> VO <input type="checkbox"/> CO
c.	Name of the Community Leaders	President/Chairperson: 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 RSP		
	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) 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 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 [RSP Name], the [Name of community institution] will procure the identified assets by the beneficiaries following a competitive procedure and hand over the assets to the beneficiaries or their nominees in a transparent manner.

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 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 RSP
- v. The IGG Appraisal is properly filled 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
- A nominated member of LSO
- The beneficiary members or their nominees
- The nominee from the Finance section of RSP

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 Rs. 5,000 shopping method 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 above Rs. 5,000, 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 (However exemption could be given in case of remote villages where it would not be possible to get such 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, to the recommended vendor, duly signed by the committee members as well as two other members from the VO, with a copy to RSP field office.
- vi. All payments over Rs. 10,000/- shall be made through crossed cheque in favour of the vendor.

In case where vendor is not ready to accept cheque for payments above Rs. 10,000/- a VO may make cash payment in presence of two community members (non-signatories of cheques) and a RSP 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 Rs. 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 Book Keeper (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 a IGG passbook from the Community Institution and the Manager/Secretary 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 Book Keeper 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. xxxx] is decided. Total number of beneficiaries is expected to be [xxxx] households over [xxx 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 RSP 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 RSPs approach	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2	The CI is registered or notified by any government authority	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3	The CI has a bank account	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4	The CI has at least one Community Book Keeper (CBK) to record and update the IGG records and accounts, and the community CBK has received training in IGG account management from the RSP	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5	The CI has finalised MIPs for potential IGG beneficiaries and incorporated those in the VDP (in case of VO as grantee) and UCDP (in case of LSO as grantee)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7	The CI is willing to maintain update and report to RSP about the use and benefit of IGG through a beneficiary tracking sheet provided by the RSP	Yes <input type="checkbox"/>	No <input type="checkbox"/>
8	The total amount of sub-grant (including the IGG grants) is not exceeding EUR 60,000.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
9	The CI agrees to all audit requirements of the RSP and EU	Yes <input type="checkbox"/>	No <input type="checkbox"/>
10	The CI agrees to all reporting requirements of the RSP and EU	Yes <input type="checkbox"/>	No <input type="checkbox"/>
11	Approved	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<p>Signature of CI President/Chairperson _____ Date:</p> <p>Signature of CI Manager/Secretary _____ Date:</p> <p>Remarks (If Any):</p>			

Annex E-2: Sample Sub-grant Contract

GRANT CONTRACT

EXTERNAL ACTIONS OF THE [RSP Name]

BRACE Programme [agreement number]

(The 'Contract')

The [RSP Name] registered as non-profit organisation under Section 42 of the Companies Ordinance 1984 wide registration No. [], 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

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 Application as Annex I.
- 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 Grant Proposal Application as Annex I.
- 3.2 The Contracting Authority undertakes to finance a maximum amount of PKR. _____ [xx%] as EU 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 Note:

The final amount of the Contracting Authority's contribution shall be determined in accordance with Annex II -General conditions applicable to EU-Financed grant contracts for External Actions Articles #[] and [].

Special Condition Article-4 - Reporting and payment arrangements

1.1 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)

[RSP name]

[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 to European Union-financed grant contracts for External Actions

Annex III: Payment Case (Cheques receiving Acknowledgement Performa, Instalments request Resolution from the community, progress report, Bank Book)

Annex IV: General Conditions applicable to European Union-financed grant contracts

Annex V: Implementation Guidelines /Terms of reference

6.2 In the event of a conflict between the provisions of the present Special Conditions and any Annex thereto, the Special Conditions shall take precedence. In the event of a conflict between the provisions of Annex II and those of the other annexes, those of Annex II shall take precedence.

Done in English in two originals, one originals being for the Contracting Authority and one original being for the Beneficiary

1st Party
(The "Contracting Authority")

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

2nd Party
(The "Beneficiary")

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

WITNESS

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

Annex E-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 (Regular/Irregular)	Regularity of Savings	Current amount of savings balance	Proposed amount of increase in savings during the IGG tenure
Performance/Amount				
Comments				

Approval and Sanction					
Approved:	Yes _____ No _____	Pending (State Reason):		Approval Date	
Resolution No:		Date of Disbursement			
Signature of Manager:				Signature of Community Book Keeper	

Annex E-4: Asset Transfer Form

Sr. No.	Asset Transfer Form						Picture with Asset transferred
Union Council					R. Village		
VO Name					CO Name		
Tehsil					District		
Beneficiary Name					Gender		
Father 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	Parentage	Gender	CNIC No.	Signature	
1	From RSP						
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 E-5: Check List for IGG Approval by Community Institution

S. #	Selection Criteria	Status	
1	The IGG beneficiary is member of a CO	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2	The beneficiary household falls in PSC score category (0-18)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3	The beneficiary has attended Enterprise Development and Marketing Training	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4	The MIP of the beneficiary HH is properly filled and signed	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5	The IGG Appraisal is properly filled and signed	Yes <input type="checkbox"/>	No <input type="checkbox"/>
6	The Asset Transfer Form is properly filled and signed	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7	Copy of CNIC of the beneficiary is attached	Yes <input type="checkbox"/>	No <input type="checkbox"/>
8	The beneficiary HH has sufficient human resources to manage the MIP identified activity	Yes <input type="checkbox"/>	No <input type="checkbox"/>
9	The CO Resolution for approval of the beneficiary HH is attached (if IGG grant is at VO level)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
10	The VO Resolution for approval of the beneficiary HH is attached (if IGG grant is at LSO level)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
11	Approved	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<p>Signature of CI President/Chairperson _____ Date: _____</p> <p>Signature of CI Manager/Secretary _____ Date: _____</p> <p>Remarks (If Any):</p>			



Annex E-6: IGG Register

Name of IGG beneficiary:		D/W of:		CNIC No.:	
Amount of IGG (Rs.):		PSC:		IGG Date:	
Purpose of IGG:					
Name of asset transferred			No		

Annex F

Community Investment Fund (CIF)

Annex F-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:	<input type="checkbox"/> LSO <input type="checkbox"/> VO <input type="checkbox"/> CO
c.	Name of the Community Leaders	President/Chairperson: 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 RSP		
	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)	Muhallla (if CO)

1. Rationale/Need Justification:

The need for CIF comes from the Micro Investment Plans (MIPs)/IGP 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 organise maximum number of poor households (with Poverty Score of 0-23) into Community Organisation (CO(s))
- To provide revolving grants/loans to the female members of COs to start income generating activities and contribute their economic empowerment
- To strengthen the community institution to remain relevant, active and effective in responding 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 of the CIF grant from [RSP Name], 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 the eligible poor households.

5. Identification and selection of the CIF beneficiaries

List of the beneficiaries is identified from the Micro Investment Plan (MIP)/IGP developed for each household. The CIF beneficiary will be selected after appraisal of the proposed Micro Investment Plan (MIP)/IGP of the beneficiary household and following selection criteria:

- i. The CIF beneficiary is member of a CO
- ii. The beneficiary household falls in PSC score category (0-23)
- iii. The MIP and IGP of the beneficiary HH is properly filled and signed
- iv. The CIF Appraisal is properly filled 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 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 instalments 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 RSP SO/CRP in the Community Institution's meeting. The beneficiaries will cash their cheques themselves from the bank. Need to be updated,

8. Record Keeping of CIF in Karwai Register, CIF Register and member's CIF passbook

The Community Institution will engage a Community Book Keeper (CBK) to maintain and updated 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 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 Book Keeper 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 instalments. 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 instalments as per the agreed repayment schedule in the CIF appraisal with each beneficiary household. The Community Book Keeper will record the repayments of the instalment into the CIF passbook of the member and get it signs from Community Institution Manager/Secretary. The Community Institution Manager/Secretary 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 of the Action

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 [Rs. 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 (List of potential beneficiary and their MIPs 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 RSP Programme Officer CIF)

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 RSPs approach	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.	The CI is registered or notified by any government authority	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3.	The CI has a separate bank account for CIF	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.	The CI has at least one Community Book Keeper (CBK) to record and update the CIF records and accounts, and the community CBK has received training in CIF account management from the RSP	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5.	The CI has finalised MIPs for potential CIF beneficiaries and incorporated those in the VDP (in case of VO as grantee) and UCDP (in case of LSO as grantee)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
6.	The CI is willing and able to revolve the CIF to benefit maximum number of community members	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7.	The CI is willing to maintain update and report to RSP about the use and benefit of CIF through a beneficiary tracking sheet provided by the RSP	Yes <input type="checkbox"/>	No <input type="checkbox"/>
8.	Total amount of sub-grants (including the CIF) from the BRACE Programme is not exceeding EUR 60,000	Yes <input type="checkbox"/>	No <input type="checkbox"/>
9.	The CI agrees to all audit requirements of the RSP and EU	Yes <input type="checkbox"/>	No <input type="checkbox"/>
10.	The CI agrees to all reporting requirements of the RSP and EU	Yes <input type="checkbox"/>	No <input type="checkbox"/>
11.	Approved	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<p>Signature of CI President/Chairperson_____ Date:</p> <p>Signature of CI Manager/Secretary _____ Date:</p> <p>Remarks (If Any):</p>			

Annex F-2: Sample Sub-grant Contract

GRANT CONTRACT

EXTERNAL ACTIONS OF THE [RSP Name]

BRACE Programme [agreement number]

(The 'Contract')

The [RSP Name] registered as non-profit organisation under Section 42 of the Companies Ordinance 1984 wide registration No. [], 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

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 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 EU 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 Note:

The final amount of the Contracting Authority's contribution shall be determined in accordance with Annex II -General conditions applicable to EU-Financed grant contracts for External Actions Articles #[] and [].

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)

[RSP name]

[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: General Conditions applicable to European Union-financed grant contracts for External Actions

Annex III: Payment Case (Cheques receiving Acknowledgement Performa, Instalments request Resolution from the community, Progress Report, Bank Book)

Annex IV: General Conditions applicable to European Union-financed grant contracts

Annex V: Implementation Guidelines /Terms of reference

In the event of a conflict between the provisions of the present Special Conditions and any Annex thereto, the Special Conditions shall take precedence. In the event of a conflict between the provisions of Annex II and those of the other annexes, those of Annex II shall take precedence.

Done in English in two originals, one originals being for the Contracting Authority and one original being for the Beneficiary.

1st Party

(The "Contracting Authority")

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

2nd Party

(The "Beneficiary")

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

WITNESS

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

Annex F-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 Instalments	Instalment amount	Service Charges/processing fee amount	PSC Score	Signature

Member's Performance Evaluation					
Performance/Amount	Attendance at CO meetings (Regular/Irregular)	Regularity of Savings (Regular/Irregular)	Repayment performance of previous CIF, if any	Current amount of savings balance	Proposed amount of increase in savings during the CIF tenure
Comments					

Repayment Schedule				
Instalment No:	Due Date	Principal Amount Due	Service Charges Due	Total Amount Due
1				
2				

Approval and Sanction		
Approved:	Yes _____ 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 F-4: Check List for CIF Approval by Community Institution (CI)

S. #	Selection Criteria	Status	
1.	The CIF beneficiary is member of a CO	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.	The beneficiary household falls in PSC score category (0-23)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
3.	The MIP/IGP of the beneficiary HH is properly filled and signed	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.	The CIF Appraisal is properly filled and signed	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5.	Copy of CNIC of the beneficiary is attached	Yes <input type="checkbox"/>	No <input type="checkbox"/>
6.	The beneficiary HH has sufficient human resources to manage the MIP identified activity	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7.	The CO Resolution for approval of the beneficiary HH is attached (if CIF grant is at VO level)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
8.	The VO Resolution for approval of the beneficiary HH is attached (if CIF grant is at LSO level)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
9.	Approved	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<p>Signature of CI President/Chairperson _____ Date:</p> <p>Signature of CI Manager/Secretary _____ Date:</p> <p>Remarks (If Any):</p>			

Annex F-6: CIF Passbook

Cover Page

Name of the member		Parentage/spouse	
CNIC No.		Date of membership	
Mohallah		Village	
Name of the CO		Meeting Date	
Venue			

Inner Cover Page

S.#	Important Instructions to CO Member
1.	Attend the CO meetings regularly.
2.	Pay CIF Instalments regularly by agreed deadlines
3.	Confirm last CIF balance from the CO Manager/Book Keeper on any new deposit
4.	Use the CIF amount for the purpose to increase her household income
5.	Keep CIF pass book at home and in safe custody and do not keep with any other person

Inner Cover Page

Instalment No.	Date (DD/MM/YY)	CIF Purpose	CIF Disbursed	Instalment Repaid	CIF Balance	Service Charges Paid	Accountant's Signature
1.							
2.							
3.							
4.							

Annex F-7: Monthly Progress Report of CIF Grants

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 (write number of applicable CIs)				No. of borrowers	Amount (Rs.)
	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 (write number of applicable CIs)				No. of borrowers	Amount (Rs.)
	CO	VO	LSO	Total		
Opening balance						
Service Charges received during the month						
Closing balance						

Profit on CIF Bank Account						
Description	No. of Community Institutions (write number of applicable CIs)				No. of borrowers	Amount (Rs.)
	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		

CI Manager/Secretary: _____

Community Book Keeper: _____

Annex G

Micro Health Insurance (MHI)

Annex G: 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 Rs.100,000 per family per year for medical treatment which includes hospitalisation 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 Rs. 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, lightning, 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 finalising 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

Annex H

Community Physical Infrastructure (CPI)

Annex H-1: Sample Format of Community Institution Resolution for CPI Request to RSP

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:

- a. Explain how many CPI request resolutions received from member COs
- b. Write down the decision of selection of the CPI and the reasons for its selection
- c. No. of Beneficiary COs involved in execution
- d. Request RSP to approve the CPI

Signature of VO President: _____

Signature of VO Manager: _____

Recommendation by SO:

Signature of SO _____

Signature of members

S.#	Name	Name of Father/Spouse	Signature/Thumb Impression
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

Annex H-2: 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 BRACE programme;	Yes <input type="checkbox"/>	No <input type="checkbox"/>
2.	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 <input type="checkbox"/>	No <input type="checkbox"/>
3.	Has been notified or registered with any government authority;	Yes <input type="checkbox"/>	No <input type="checkbox"/>
4.	Has a bank account and has received training in project/project account management;	Yes <input type="checkbox"/>	No <input type="checkbox"/>
5.	Is willing to form the required project committees (Project Committee, Audit Committee and Operation and Maintenance Committee)	Yes <input type="checkbox"/>	No <input type="checkbox"/>
6.	Is willing to maintain all the required records and minutes of the meetings of these committees;	Yes <input type="checkbox"/>	No <input type="checkbox"/>
7.	Commits that all CPI projects will also be overseen by the management and technical staff of the supporting RSP and EU;	Yes <input type="checkbox"/>	No <input type="checkbox"/>
8.	Agrees to all audit requirements of RSP/EU;	Yes <input type="checkbox"/>	No <input type="checkbox"/>
9.	Approved	Yes <input type="checkbox"/>	No <input type="checkbox"/>
<p>Signature of CI President/Chairperson _____ Date:</p> <p>Signature of CI Manager/Secretary _____ Date:</p> <p>Remarks (If Any):</p>			

Annex H-3: 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 Organiser (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 engineer 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 RSP management 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 need 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 environment if any.
- xi. Affidavit on a notarised stamp paper to be given by land owner (if land is required) as donation.

Typical **contents** of a Pre-feasibility for a project proposal digest is as under:

Scheme Estimate Profile (Pre-feasibility)

Name of CO:		Village:		Union Council:	
Tehsil:		District:			

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 organiser 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 detailed technical survey of the project under the guidance of an Engineer based at district /PIU level. 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.
- (ii) **Environmental Assessment:** Prior to implementation, the engineers of RSPs will carry out environmental assessment of the project in line with the updated Environmental and Social Management Framework developed by PPAF and adopted by the RSPs or the prevailing environmental protection act of the Pak EPA for environmental & social clearance to the proposed CPI so as 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.

Under the existing RSP's adopted Environmental & Social Management Frame work the **Environmental/Social Assessment Procedure for CPIs [Annex: H3 (1)]** consists of **two steps**.

The **first (Form A)** is to conduct CPI type specific Environmental Social Review pledging the fulfilment of the environmental /social criteria at Proposal stage along with mitigation plan at design & implementation stages .

The **second step (Form B)** of the environmental assessment involves documentary confirmation and certification of necessary environmental compliance & safeguards put in place at the completion of CPI.

The copy of ESMF manual must be present at the PIU/Head office, districts and field offices. The subsequent PIU management must ensure the enforcement and implementation.

(iii) Design and Estimates: After completing the survey, RSP field and district engineers will design the project, prepare survey report, necessary drawings, and quantities & cost estimates under the guidance of the Engineer based at PIU. A project file will be prepared and submitted to the Engineer at PIU. The design should be simple following the standard specifications. Quantities and cost estimates should be based on the standard specifications and prevailing market rates or item rates in the Composite Schedule of Rates (CSR) (notified by provincial governments on quarterly basis) depending on the project funding source (private or public). Cost estimates for the schemes are prepared jointly by community members

and RSP engineers according to the prevailing market rates of labour and material needed. Each construction item will be separately estimated and monetised. 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.

(iv) **Project Digest Proposal:** The Engineer at PIU/HO/district will go through the pre-feasibility report of the social organiser and field engineer. He/she will recheck the 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 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, community contribution (if any), and RSP contribution will be given in separate columns. 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 meeting with the community institution where design and estimates and proposed operation and maintenance plans were discussed. Engineer at PIU will then submit the feasibility proposal along with recommendations to the Programme Manager BRACE programme PIU for approval. 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.

The Project Digest/Proposal will also include an Implementation Guidelines /Terms of reference agreed the community institution. The terms of reference will be signed in signed in general body meeting of the community institution, where responsibilities of the community institution and RSP should 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)
 - o Project Location and Description
 - o Description of the area
 - o Cost Estimates (Total cost, CO and RSP contributions)
 - o Project Justification (Benefits, NPV, B/C Ratio, IRR)
- Introduction
 - o Project Location and Description
 - o Project Identification
 - o Objective of the Project
 - o Social Organisation
 - o Socio-Economic Setup
- Design and Cost Estimates
 - o Design
 - o Quantities & Cost Estimates
 - o O & M Plan
 - o Minutes of meeting with CO

- Environmental Assessment
- Project Implementation/Management
- Project Construction/Purchase/Implementation, O&M, Audit Committees
- Cost-Benefit Analysis
 - o Project Costs
 - o 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 RSP: -----
 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 House Holds	
Population	
Beneficiary Households	
Total Beneficiary Population (Gender Disaggregated data)	Male ---- Female ---- Boys ---- Girls ---- Disable persons----
Major Occupation:	Business <input type="checkbox"/> Agriculture <input type="checkbox"/> Labour <input type="checkbox"/>
Area fall in	Irrigated <input type="checkbox"/> Rain Fed <input type="checkbox"/> Hilly area <input type="checkbox"/>
Major Crops	
Land Holding	Farmer Below 12.5 acre ---- Land less---- Farmer Above ----
Approximate no of Livestock:	
Presence of School (Boys and 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

Name of Region:		Field Unit:	
Union Council/Revenue Village:		Tehsil:	
District:		Name of CI:	
Type of Scheme:			

Particulars	Estimated Cost (Rs.)	CI ContributionRs	Contribution Of RSP (Rs.)
-------------	----------------------	-------------------	----------------------------

A) Labour :			
Skilled :			
Unskilled			
Sub Total			

B) Material :			
i)			
ii)			
iii)			
Vi)			
Sub Total			
Total A+B			
Cost Of Sign Board			
Grand Total			
Percentage	100%	%	%

Annex H-3 (1): Environmental Assessment Procedure

Table - Environmental/Social Screening by Type of Interventions

S.#	Sector of Intervention	Specific Intervention	Environmental Screening Protocol							Page No.	
			ER/SR	IER	IEE	EIA	SIA				
1	Water Resources Development	Tube wells – drinking water*		V						IER-87	
		Tube wells – irrigation in canal irrigated areas*	V					V		E/SR-12	
		Tube wells – irrigation in dry areas*		V					V		IER-89
		Hand pumps		V					V		E/SR-14
		Open well		V							E/SR-16
		Rain water harvesting ponds		V							E/SR-18
		Check dams		V							E/SR-20
		Delay action dams			V					V	IER-91
		Water tanks (O.H,O.G,U.G)		V							E/SR-22
		Water channels - Mountain Areas (< 2' x 3')		V							E/SR-24
		Watercourse (new, rehabilitation, lining)		V							E/SR-26
		Karazes		V							E/SR-28
		Land leveling (irrigation)		V							E/SR-30
2	Technological Innovation	Wind mills (i.e. coastal areas of Balochistan and Sindh)		V					V	IER-96	
		Micro-hydel – Less than 1 MW		V						IER-99	
		Micro-hydel – 1 to 5 MW			V				V	IEE-117	
		Micro-hydel- More than 5 MW					V		V	EIA-120	
		Desalination plant (for =100 Households)	V						V	E/SR-33	
		Biogas Plant (for =100 Households)	V						V	E/SR-35	
		Solar energy (for =100 Households)	V							E/SR-37	
		Energy efficient innovations (stoves)	V							E/SR-39	

3 Access/Circulation						
	A. Internal					
		Culverts	V			E/SR-42
		Street surfacing/lining (brick soiling, concrete or local material)	V			E/SR-44
	B. External					
		Bridges		V		IER-101
		Cause ways	V			E/SR-47
		Retaining walls	V			E/SR-49
		Link roads – plain areas	V			E/SR-51
		Link roads- mountain areas		V		IER-103
4	Wastewater Management					
		Sanitation schemes (latrines, T-Chambers, drains, and oxidation pond)		V		IER-107
5	Other Projects					
		Solid waste management (for =100 Households)	V			E/SR-54
		NRM project (Natural Resource Management)	V			E/SR-56
		Security lights	V			E/SR-58
		etty	V			E/SR-60

*The prescribed environmental screening protocols assume that the project proponents and appraisers have taken cognizance of the pre and post project accumulative situation in terms of ground water depletion, soil and water contamination and air pollution. Where the mitigation measures required under these protocols fall short of reversing such situations or maintaining the status quo, the project should not be approved. The cumulative effects if various interventions will be assessed as a part of the annual environmental reviews and area specific guide lines formulated for future reference.

Form A: Specimen IER/SIA for Sanitation Schemes

Project Title	
Location of the Project	
Environmental Criteria at the Proposal Stage	Confirmation
	Write Yes or No
One of the complete alternative stated in the guidelines for safe disposal is planned Or In case one of the component of the alternatives is planned then other components either exist or are planned in the future	
Proposed oxidation pond is located 100 meter away from the residential areas	
Land available at appropriate location	
<i>If answer to any of the above stated environmental criterion is 'NO' then the proponent should amend the proposal to achieve compliance or develop new alternative, or drop the project.</i>	
<i>If the answer is 'Yes' then incorporate this information in the project proposal.</i>	
Mitigation Plan: Design and Implementation Stages	
Latrines	
Install P-traps to both conventional and flush latrines	
Train community on better hygienic and sanitation practices	
T-Hodies or Septic Tank	
Line the T-hodies or septic tank with brick or concrete lining	
Inform community about the frequency of cleaning	
Drains	
Construct only covered drains	
Keep water supply pipelines away from drains	
Sprinkle water periodically during construction	
Provide alternate drains during construction	
Oxidation Pond	
Line the pond with 6 inches puddle clay	
Inform community about the pond cleaning method and frequency	
Inform community and ensure that the treated wastewater will not be applied to the vegetable crops	
Septic tank should be kept 15 m away from ground water well (EPA NWFP Guidelines)	
Conduct SIA for all components and implement land agreement forms.	

Form B: Specimen for Completion Certificate

Mitigation Measures	Confirmation	In case of non-compliance state reasons
	Write Yes or No	
Primary and secondary information has been generated and incorporated in the proposal to confirm that intervention qualifies the minimum criteria		
Design and implementation stage mitigation measures have been implemented.		
Environmental/Social Assessment Prepared By	Name: Designation:	Date:
Environmental/Social Assessment Implemented By	Name: Designation:	Date:
Implementation Verified By CO Representative	Name: Designation:	Date:
Environmental/Social Assessment Implementation Report Checked By	Name: Designation:	Date:

Annex H-3 (2): Check List for Gender Assessment in Project

The Social organizer will collect and complete the following information from the community:

Project stages	Gender consideration	Status	Proposed Compliance Required	Status
Identification and designing	Are women and men sensitized to meet their specific gender need through identification if CPIs		How many consultations done with women COs?	
	Has relevant information been collected on issues for men and women in relation to the problem/project?		How directly project benefiting women and girls? Is the place for project is approachable by women easy? (not any men focused place on the way) Facilitating Women domestic roles	
Project implementation	Do the project implementation have women committees? Do women are in lead positions in this phase?		How women were encouraged to make these committees? In what committee's women are involved in?	
Project management	Do women are in management committees?		What is women's role in the committees?	
Project maintenance and Monitoring	Do women are in project maintenance and monitoring committees?		Do women are responsible for project maintenance and monitoring committees? Are women are given any training or capacity building for that?	
Project Outputs	Do project increase number of women in project?		Increase in number of women selected to participate in project activities such as road or path construction and maintenance.	
Project Impacts	Do project will have direct impact on women and girls etc		Examples cane be; Do women have Improved participatory and decision making skills in community infrastructure management issues Access to clean drinking water in less time	

Annex H-3 (3): Post Intervention Plan

General Considerations:-----

Main features of O&M committee:-----

Capacity Building of O&M Committee:-----

Responsibilities of RSP 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 H-3 (4): Implementation Guidelines /Terms of Reference

This agreement is made between (Name of RSP) 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 RSP and the CI agreed that:

1. 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.
2. The financial support received by the CI from RSP or through RSP 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 for additional amounts.
3. 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.
4. No compensation will be paid by RSP or any other financing agency against the land, utilized for scheme construction.
5. During construction, the instructions of the RSP engineers will be followed.
6. It is the responsibility of every member of the CI to monitor the expenditure of the scheme.
7. The cost expenditure of the scheme will be released in ___ instalments. 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.
8. The CI will be responsible for proper storage of the construction materials and observe necessary precautions during movement/transportation of these materials.
9. The CI will nominate two members to deal bank transactions for purchase of construction materials.
10. On the request of RSP, the CI will provide details of expenditure of previous instalments. These details should be recorded in a register.
11. The CI will not sublet the construction work to contractors within or outside the village.
12. 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.
13. If the items included in the estimate are not available in market, the CI may request RSP staff for assistance.
14. RSP has the right to amend its terms of partnership when required.
15. The CI will submit the resolution for the release of final instalment from the RSP only upon 100 % physical completion of works.
16. The CI will complete the CPI project within the agreed time period.
17. In case of any social conflict, the CI will itself resolve the same and may seek the support from RSP staff as and when required.
18. 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 RSP will be authorised to recover the entire project scheme cost from CI, as agreed and approved.
19. RSP doesn't take responsibility of any accident that may occur on the project site during implementation.
20. The Operation and maintenance of the completed CPI project will be the responsibility of the CI.

Signature Manager:-----

Signature President:-----

For and on behalf of RSP

Name:_____

Designation:_____

Signature:_____

Annex H-3 (5): 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 RSP in (Rs.):		Date of ToP		Venue:	
Starting date of scheme		Expected Completion Date:			

Name of RSP 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 H-4: Sample of Sub-grant Agreement Template

GRANT CONTRACT
EXTERNAL ACTIONS OF THE [Name of RSP]
[contract agreement number]
(The 'Contract')

The [Name of Rural Support Programme] registered as non-profit organisation under Section 42 of The Companies Ordinance 1984 vide registration [No.], 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

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 Project Digest as Annex I.
 - 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.
- 2.3 The implementation tentative period of the Action is from _____ to _____
- 2.4 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 Digest as Annex I.
- 3.2 The Contracting Authority undertakes to finance a maximum amount of PKR. _____ as EU share.

The Beneficiary will contribute PKR. _____ as Community Institution share in cash or in kind. (Refer to Project Digest as Annex I.)

Special Note:

The final amount of the Contracting Authority's contribution shall be determined in accordance with Annex II -General conditions applicable to EU-Financed grant contracts for External Actions Articles #[] and [].

Special Condition Article-4 - Reporting and payment arrangements

4.1 Payments shall be made in accordance with below Schedule

I 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)

[Name and Address of RSP]

For Beneficiary (as 2nd Party)

Name of CI: _____

Name & Designations & CNIC No of CI 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: Description of the Action (Project Digest/proposal, BOQ's & Design)

Annex II: General Conditions applicable to European Union-financed grant contracts for External Actions

Annex III: Payment Case (Engineers Performa, Cheques receiving Acknowledgement Performa, Instalments request Resolution from the community, work done sheet/Variance sheet, Bank Book, completion report/certificate & Action handing over Resolution from the community)

Annex IV: General Conditions applicable to European Union-financed grant contracts

Annex V: Implementation Guidelines /Terms of reference

6.2 In the event of a conflict between the provisions of the present Special Conditions and any Annex thereto, the Special Conditions shall take precedence. In the event of a conflict between the provisions of Annex II and those of the other annexes, those of Annex II shall take precedence.

Done in English in two originals, one originals being for the Contracting Authority and one original being for the Beneficiary

1st Party

(The "Contracting Authority")

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

2nd Party

(The "Beneficiary")

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

WITNESS

Name: _____

Title: _____

CNIC: _____

Address: _____

Date: _____

Quotation

PITD-MIS Scheme Code:		Quotation Reference Number:		Union Council:	
Name of Shopkeeper:		Date		Tehsil:	
Address (Shop):				District:	
Phone/mobile number:					

Name of Buyer	Name of Organisation	Designation

S.#	Names of Goods (material)	Required numbers/Quantity	Unit cost	Total cost
			Total cost	

Note (If any):

.....

Supplier/ Shopkeeper:

(iii) Purchase Order

PITD-MIS Scheme Code:
Order Issuance Date:
Name of Scheme/Project:
UC/RV:
Date:
Order No.
Name of CI:
Tehsil:
District:

MRN #: _____
PO #/Date: _____/_____
Invoice #/date: _____/_____

	Suppliers Detail	Receiver Detail
Name		
Phone No.		
Permanent Address		

Expected delivery date: _____ Means of delivery: _____ Venue for delivery: _____

Detail of Order					
S.#	Details	Numbers	Quantity	Unit cost	Total Cost
1					
2					
3					
4					
				Total cost of order	

<p>Rules and Regulations:</p> <ol style="list-style-type: none"> 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

Purchase order committee detail:
 President Name -----

Signature: -----

Manager Name: -----

Signature:-----

(iv) Material Received Note (MRN)

Name of CI:		Name of Project/Scheme:	
Material Receiver's Name:		Address:	

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

Total Cost (in words):		Total Cost (In Numbers):	
Receiver Signature:		Signature of Inspector:	Signature of Entry Person:
Date:		Date:	Date:

(viii) 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 _____

Annex I

Policy recommendations to support local development policy framework for Balochistan

Annex I – 1: Sample Format of Report for Advocacy Workshops and Public Policy Debates with Government

1.	<p>Introduction</p> <ul style="list-style-type: none"> a. Objectives of the event b. Agenda of the event
2.	<p>Location and Period</p> <ul style="list-style-type: none"> a. Venue of the event b. Date and times of the event
3.	<p>Participants</p> <ul style="list-style-type: none"> a. List of experts (if any) b. List of Government officials c. List of Community Leaders d. List of RSP staff
4.	<p>Opening Session</p> <p>Key points of the sessions</p>
5.	<p>Workshop Sessions and Discussions</p> <ul style="list-style-type: none"> a. Topic/session wise summary of discussions b. Key decisions/recommendations
6.	<p>Recommendations and Way Forward</p>
7.	<p>Closing Session</p> <p>Key points of discussions</p>
8.	<p>Proof of Participation</p> <ul style="list-style-type: none"> a. Pictures 5-10 pictures taken during the event at relevant places in the main body of the event report b. Scanned copy of attendance sheet in the annexes

Annex I – 2: Sample Format for LSO Convention Report

1.	Executive Summary
2.	Introduction <ol style="list-style-type: none"> a. Theme of the LSO Convention b. Objectives of the Convention c. Main agenda items of the Convention
3.	Location and Period <ol style="list-style-type: none"> a. Venue of the Convention b. Date and times of the Convention
4.	Participants <ol style="list-style-type: none"> a. Names of Chief Guest/Guest of honour b. Names of Government officials, Elected Representatives, Donors’ representatives c. No of Community Leaders d. RSP wise No of RSP staff
5.	Opening Session Key points of the sessions
6.	Workshop Sessions and Discussions <ol style="list-style-type: none"> a. Topic/session wise summary of discussions b. Key decisions/recommendations
7.	Closing Session Key points of discussions
8.	Proof of Participation <ol style="list-style-type: none"> a. Pictures 5-10 pictures taken during the event at relevant places in the main body of the event report b. Scanned copy of attendance sheet in the annexes

Annex J

Cross Cutting Thematic and Other Issues

Annex J-1: Format for Data Base of Persons with Disabilities (PWDs)

VO Name	R. Village	UC
Tehsil	District	SMT

S. No	CO Name	HH Head Name	Name of PWD	CNIC No of PWD	Age	Type of Disability	Education & Skills	Support required	Remarks by SMT
1									
2									
3									
4									

Name of VO President: _____

Date: _____

Name of VO General Secretary: _____

Date: _____

Name of RSP Representative: _____

Date: _____

Annex J-2: Sample Format for PWD Camp Report

1	<p>Introduction</p> <ul style="list-style-type: none"> a. Objectives of the Camp b. Introduction of the Specialised Institution c. Acknowledgement of support of stakeholders
2	<p>Location and Period</p> <ul style="list-style-type: none"> a. Venue of the Camp b. Date and times of the Camp
3	<p>Participants</p> <ul style="list-style-type: none"> a. List of experts b. List of Government officials c. List of PWDs d. List of RSP staff
4	<p>Achievements of the Camp</p> <ul style="list-style-type: none"> a. No of PWDs checked b. No of PWDs treated/referred for treatment in Govt. hospitals c. No of PWDs provided with assistive devices
5	<p>Challenges and Issues</p> <ul style="list-style-type: none"> a. Challenges and issues faced during the Camp b. Suggestions for improvement in future Camps
6	<p>Proof of Participation</p> <ul style="list-style-type: none"> a. Pictures 5-10 pictures taken during the event at relevant places in the main body of the event report b. Scanned copy of attendance sheet in the annexes c. Scanned copies of Individual Rehabilitation Forms in the annexes

Annex K

Improvements and Revision

Annex K: Improvements and revision

Section 3.6.5.9.6. Community Investment Fund (CIF) Processing Fee/Service Charges and Utilisation				
Date	Suggested by	Existing text	Revised Text	Remarks/Justification
January 2019	National Rural Support Programme (NRSP)	<p>“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 instalments 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 paying an 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” (page 68 English version of PIM)</p>	<p>“The member COs will pay an annual members’ contribution to their respective LSOs, the amount of annual members’ contribution will be decided by LSO Executive Body to meet LSO operational expenditures to manage CIF operations. This would enable LSOs to offer interest free loans from CIF to poor CO members (PSC 0-23) on sustainable basis. The community institutions members will decide about the utilisation of the members’ contribution however, primarily this would be used for running the CIF operations, including paying an honorarium to the CBK. This approach of COs membership fee to LSOs will further strength ownership among CIs so that LSOs can keep on providing CIF and other services to their member COs and VOs on sustainable basis even beyond project life.”</p>	<p>This change is being proposed to make CIF interest free based on the feedback from CIs due to high prevalence of poverty in the Programme areas and on the basis of religious factors of the project areas and create ownership of LSO among COs and VOs.</p>

Balochistan Rural Development and Community Empowerment (BRACE) Programme is supported by the European Union (EU) and implemented in close collaboration with the Local Government and Rural Development (LG&RD) Department of the Government of Balochistan (GoB). The Grant component of this five year (2017-2022) Programme is implemented by Rural Support Programmes Network (RSPN), National Rural Support Programme (NRSP) and Balochistan Rural Support Programme (BRSP) in nine districts of Balochistan, namely Jhal Magsi, Kech, Khuzdar, Killa Abdullah, Loralai, Pishin, Duki, Washuk and Zhob. The Programme is technically supported by Human Dynamics (HD), an Austrian company that will support GoB in fostering an enabling environment for strengthening the capacities of local authorities to manage and involve communities in the statutory local public sector planning, financing and implementation processes.

The overall objective of BRACE Programme is to support the Government of Balochistan 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. Under the BRACE Programme, 1.9 million Pakistani citizens of 300,000 poor rural households in 249 union councils (UCs) will be mobilised and organised into a network of people's own institutions i.e. 19,129 Community Organisations; 3,103 Village Organisations; 249 Local Support Organisations (LSOs) and 31 LSO Networks at tehsil level and nine LSO Networks at district level. Once organised, the communities will have greater access to local authorities and line departments as a collective unit, giving them a stronger voice, to have their demands heard. The Community Institutions will then prepare their own development plans in consultation with local authorities and these communities will be made financially viable through provision of community investment fund to 23,550 poor households to start/boost up their businesses for income generation. Approximately 14,000 community members, especially women, will be provided technical and vocational education training and literacy and numeracy skills to increase economic opportunities and employability. The communities will be facilitated to build and manage 363 community level physical infrastructure schemes and more than 10,000 poorest member households will be provided with income generating grants and micro health insurance to safeguard them against health and economic shocks.

By the end of the Programme, it is expected that at least 25% of the poor household will see an improvement in their incomes; at least 40% of the households will graduate from the lowest to upper poverty score card band levels; at least 50% of the households of the targeted areas will report improved access to basic social services and at least 50% of members of community institutions and beneficiaries of socio-economic interventions are women. Moreover, by 2018 a policy framework for community-led development will be developed and adapted by GoB and public finance management reform process will be initiated in the province.



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Rural Support Programmes Network

IRM Complex, 3rd Floor, Plot # 7, Sunrise Avenue
(off Park Road), Near COMSATS University,
Islamabad, Pakistan
Phone: +92-51-8491270-99
Fax: +92-51-8351791

More information about the European Union is available on:

Web: eeas.europa.eu/delegations/pakistan_en
Facebook: European Union in Pakistan
Twitter: EUPakistan

More information about the RSPN/BRACE Programmer is available on:

Web: www.rspn.org
Facebook: BRACEProgramme
Twitter: BRACEProgramme