

ROLE OF THE TECHNICAL ASSISTANCE PARTNER

The Technical Assistance (TA) Project of the BRACE Programme is responsible for policy advice and capacity building regarding local governance reform, both on provincial and (sub-) district levels

The TA Project is implemented by DAI Human Dynamics, who are mandated to facilitate the Government of Balochistan (GoB) to establish an innovative Community-Led Local Governance (CLLG) Policy and Fiscal Framework. The GoB CLLG Policy and the supporting Fiscal Framework will build on a Public Financial Management (PFM) Framework, that is to enable and regulate the devolved resources and budgets in support of the CLLG Policy. The CLLG Policy and Fiscal Framework are, to enable establishment and sustainable operations of mobilised and empowered Community Institutions (CI), and to facilitate citizens to get institutionally organised, and become equal partners to the GoB and participate in a Community-Led Local Development Dialogue.

The BRACE Technical Assistance (TA) is specifically tasked with achievement of BRACE Specific Objective 2 (SO2), “to foster an enabling environment for strengthening the capacities of local authorities to manage and involve communities in the statutory processes of the local public sector planning, financing and implementation process”. The TA facilitates the innovative GoB policy reforms processes, and presents descriptive process-indicators, to explain the TA performance and progress of the TA deliverables, the bottlenecks and challenges, and the way forward. The TA Project is structured along five TA Expected Result (ER) Areas.

TA Expected Result Areas

- 1 Dedicated GoB CLLG Policy Framework
- 2 Capacitated Local Government Authorities
- 3 Capacitated Rural Development Academy
- 4 Institutionalized Community Institutions
- 5 Cross-cutting Tasks & Project Management

TA OVERALL PROGRESS

As of July 2021, the overall progress of the TA component has fallen behind the initial Overall Work Plan. The major hindering factors were the replacement of its key experts and /or their frequent absence due to work- visa delays and the COVID-19 lockdowns throughout 2020.

However, the TA updated its Overall Work Plan (January 2021 – June 2022) and still aims at delivery



The 4th Strategic Policy Dialogue Committee (SPDC) Meeting held on 16/07/2021, chaired by the ACS (Development).

of all ToR stipulated outputs by June 2022. From Q4-2020, the TA re-established the momentum in the Policy Dialogue with about 50 mid-level/senior GoB stakeholders and officials, through the Notified Technical Working Groups (WG), the Local Government & Rural Development Sector Coordination Committee (SCC), chaired by the Secretary of the Local Government and Rural Development Department (LGRDD), and the BRACE Strategic Policy Dialogue Committee (SPDC), chaired by the Additional Chief Secretary (ACS/Development) of the Planning and Development Department (P&DD). These forums provide adequate guarantees for Government of Balochistan (GoB) input, buy-in and leadership in the Policy Reform Processes being pursued under BRACE SO2.

TOWARDS A COMMUNITY-LED LOCAL GOVERNANCE AND RURAL DEVELOPMENT POLICY AND FISCAL FRAMEWORK

In Expected Result Area 1 the first outlines of the policy framework have been designed with our main GoB counterpart, the LGRDD. The first draft of the CLLG Policy was presented for review and further discussions in the Sector Coordination Committee (SCC) and the Working Group meetings.

The GoB feedback, inputs and comments are to be incorporated into the 2nd draft, in Q3/4-2021. Since January 2021 three rounds of meetings by each WG and the SCC have been conducted. The institutionalised role of Community Institutions (CIs) is specified in the proposed CDLG Policy.

The GoB Public Financial Management (PFM) Act was prepared with support from the EU-Funded PFM II Project, and has been adopted (2020) by the GoB. However, adjustments are required and will be proposed, to ensure proper legal regulations for funding arrangements in support of community-led local development and participation by registered

Community Institutions in the local governance processes, for more effective service delivery in partnership with local authorities.

The GoB Community-Led Local Governance Policy (CLLG) and the supporting Fiscal Framework will be applicable to the whole province and will cover all possible development partners that wish to support the Government of Balochistan with Community-led Development Programmes

THE STRATEGY AND POLICY DIALOGUE (SPDC) COMMITTEE

The 3rd Strategy and Policy Dialogue Committee (SPDC) meeting was convened in February 2020, and triggered the notifications of the LG&RD SCC and its 4th Working Groups. The COVID-19 lockdowns resulted in the 4th SPDC meeting only being convened in July 2021. The various policy reforms, like the JDDC ToT and the draft CLLG Policy outlines were then presented. The July 2021 SPDC also discussed the findings of the BRACE Programme Mid-term Review, and decisions were made on a forward workplan and the need for a No Cost Extension, applicable to all BRACE Implementing Partners.

THE TECHNICAL WORKING GROUPS (WGS) AND LG/RD SECTOR COORDINATION COMMITTEE (SCC)

The TA Coordinated with the LGRDD three rounds of meetings all four Working Groups (WG) i.e., WG1) Legal and /Institutional Framework, WG2) Public Finance & Public Financial Management; WG3) Integration Community Institutions (CIs); and EG4) Capacity Building of the Local Government Sector. The WGs discussed, from their own perspective, the role of a JDDC, the Local Councils Grants Committee (LCGC), proposed changes to Public Financial Management Act 2020 and the District Financial Regulations (FR), possible amendments to the P&DD/Development



Sector Coordination Committee meeting on 26 March 2021, chaired by the Secretary LG&RD Department

Planning Manual and the FD/Finance Manual, and the outlines of a proposed Local Government/Rural Development Sector Medium Term Budgetary Framework (MTBF). The TA coordinated the PFM discussion in Working Group 2, with the EU PFM Project and Finance Department. WG1 discussed and finalised the proposed amendments to the LG Act 2010. In WG4 Capacity-Assessment and the Capacity Building Plan for the BRDA were discussed, to be taken forward under TA ER3.

THE BALOCHISTAN LOCAL GOVERNMENT ACT 2010 (LGA) REFORMS

In 2020 the TA prepared recommendations and a Working Paper on proposed amendments to the Balochistan Local Government Act (2010) and submitted these to Secretary LG&RDD in his capacity as the Secretariat of the Cabinet Sub-Committee on Local Government Reforms. Proposals were also shared with selected stakeholders, including members of the Provincial Assembly (MPAs).

The proposed LGA reforms provide a stronger enabling environment for the implementation of the GoB CLLG Policy, that is more (gender) inclusive and proposes an institutionalised role of Community Institutions (CIs) to be mentioned in the new Local

Government Act (LGA). As at July 2021 the LGA reforms are still being deliberated by Cabinet.

JOINT DISTRICT DEVELOPMENT COMMITTEE

In close coordination with the LGRDD and in the various Working Group meetings, the TA discussed and prepared the final draft of the updated and streamlined JDDC Terms of Reference (ToR), ready for submission and re-notification by the Competent Authority, the Planning and Development Department, expected to be done in Q3-2021.



(05/06/2021) Joint District Development Committee Meeting in Kech district

In the past year, and under the old JDDC ToRs, the Districts continued to convene JDDC meetings, and in total about 46 meetings were held in the nine BRACE Programme districts.

CAPACITATING LOCAL GOVERNMENTS/ AUTHORITIES TO INVOLVE COMMUNITIES IN LOCAL DEVELOPMENT ACTIVITIES

In Expected Result Area 2, the Terms of Reference (ToR) of the Joint District Development Committee have been updated and streamlined and are now ready for (re-)Notification by the Competent Authority.

Capacity development of the (District) local governments/ authorities can start, once the streamlined JDDC ToR are notified and are scheduled from Q3-2021. However, already a range of training interventions, based on the streamlined JDDC ToR, are provided to the District Government authorities, to capacitate them to apply the JDDC ToR functions.

The Terms of Reference (ToR) for the District Development Strategy and Plan (DDS&P) assignment have been approved and in three BRACE Districts (Loralai, Pishin and Kech) the new JDDC ToR will be piloted and practiced in Q3-2021, and after a further update of the JDDC ToR, based on the DDSP Assignment experiences, the JDDC will be mainstreamed in all nine BRACE Districts, and then in all Districts of Balochistan.

In cooperation with the BRDA, the TA conducted in July 2021, the TA District Coordination (DC) 2-days Topic 1 Course on Bottom-up approaches. The DC Course targets a group of 57 District Stakeholders from the Deputy Commissioners Office, the District LG Department the RSP and our TA (Assistant) District Coordinators. This group is to act as change agents in their respective districts.

ENABLING THE BALOCHISTAN RURAL DEVELOPMENT ACADEMY (BRDA) TO DELIVER A COMPREHENSIVE CAPACITY BUILDING PROGRAMME ON COMMUNITY-LED DEVELOPMENT AND LOCAL GOVERNANCE

In Expected Result Area 3 the capacity assessment

of the BRDA has been concluded and based on this, the outlines of the Capacity Building Plan for the Balochistan Rural Development Academy (BRDA) have been prepared, while its implementation has already started in Q3-2021.

In 2020/21 the TA in close coordination with the BRDA, first designed and conducted the BRDA Capacity Needs Assessment in a participatory manner with the BRDA staff and selected stakeholders. This was followed by a series of validations sessions with BRDA staff and further presentations and discussions in WG-4 on Capacity Building for the Local Government Sector. The assessment report forms the basis for developing the BRDA Capacity Building Plan.

In 2021 the TA Re-established contacts with the with Hague Academy for Local Governance (HAfLG), in the Netherlands, to explore short-term trainings for GoB officials and possible modalities for twinning.

DISTRICT COORDINATION (DC) TRAINING AND CAPACITY-BUILDING COURSE

The TA designed and conducted with the BRDA, the District Coordination Courses. In November 2019, the TA conducted DC three-day Induction Course, and in July 2021, a two-day TA DC was conducted on Bottom-up approaches. Three more TA DC Courses are scheduled for 2021.

By conducting the DC Courses with and in the BRDA, on-the-job Capacity building takes place. Through the DC Course and other planned specific activities, the TA works closely with the BRDA pool of instructors and provides on-the-job coaching and mentoring in areas such as training design, materials and module development, and training delivery and facilitation. The TA also supported the BRDA to improve its training hall facilities.



District Coordination - Topic 1: Bottom-up approach) Course conducted at the BRDA compound in Quetta on 8 and 9 July 2021.

ENABLING IMPLEMENT PARTNERS (IP) AND COMMUNITY INSTITUTIONS TO SUPPORT THE GOVERNMENT OF BALOCHISTAN IN IMPROVING PUBLIC SERVICE DELIVERY

Progress in Expected Result Area 4, is based on the technical and institutional capacity building of Community Institutions, as pursued by the BRACE RSP Implementing Partners (IP), while the TA will follow through to institutionalise the roles of the RSPs and CIs, (to be) captured in the JDDC ToR and the GoB CDLG Policy.

To further institutionalise the (future) roles of RSPs and CIs the TA implemented the BRACE Programme Theory of Change (ToC) assignment in Q3/Q4-2020, which assessed the roles and sustainability of BRACE IPs and GoB Stakeholders in the BRACE Programme design and Intervention Logic.

The TA supported the RSPs to work with the Social Welfare Department (SWD) to streamline registration of CI/Local Support organisations (LSO) under the (New) Balochistan Charities Registration and Regulation Authority.

The TA also made proposals on the role and institutional position of the Community Institutions (CIs) in proposed amendments for Local Government Act (LGA) Reforms, and included the role of CIs in the (draft) CLLG Policy and the streamlined JDDC ToR.

BRACE TA CROSS-CUTTING DELIVERABLES AND PROJECT MANAGEMENT

The TA also selected cross-cutting and managerial tasks, that support the project objectives and other expected result areas. In general, these cross-cutting and managerial tasks are now fairly on course, after the delays experienced in 2020, and the BRACE Gender Strategy and BRACE C&V Strategy and related Actions plans have been formulated, adopted and are annually updated.

The TA updated its Overall Work Plan (January 2021 – June 2022) that was submitted to EUD. The updated Workplan still aims at delivery of all ToR stipulated Outputs by June 2022. The BRACE TA Logframe (LF) was also updated (March 2021) and supports the delivery of the Key Performance Indicators (KPIs).

The TA facilitated the logistics of the External Monitoring Mission (EMM) and the Mid Term Review (MTR) assignments by securing appointments with the senior key GoB provincial and district BRACE Programme stakeholders.

Duron 2020/21 the TA facilitated the convening of 3 Operational Steering Committee (OSC) meetings of the Implementing Partners (IPs) chaired by the EUD.

BRACE PROGRAMME WEBSITE AND BRACE COMMUNICATION & VISIBILITY (C&V) MESSAGES

The BRACE Programme WEBSITE (<https://brace.org.pk/>) continues to be updated and clearly demonstrates the GoB and the IPs/EU joint ownership of the BRACE Programme.



TA updated the (2021) BRACE Programme Communication and Visibility (C&V) Strategy and activated the BRACE C&V Working Group, with IP representatives, and the BRACE C&V Committee, with a GoB Representative as chair. The C&V WG and the C&V Committee are to activate a range of BRACE Messages, using the BRACE Strategy Guidelines and Communications Quality Standards.

GENDER MAINSTREAMING (GMS) STRATEGY AND ACTION PLANS

The TA Gender Consultants led a participatory exercise in Q4-2020 and Q1/Q2-2021 with the RSP Gender Specialists and with selected



GoB representatives, in particular the Women Development. This resulted in the BRACE Gender Mainstreaming (GMS) Strategy, which was formally handed over to the GoB Secretary Women Development Department.

THE BRACE PROGRAMME THEORY OF CHANGE (TOC) AND THE BRACE PROGRAMME EXIT STRATEGY

The TA coordinated the BRACE Programme Theory of Change (ToC) assignment, which was concluded in December 2020. In July 2021 the follow-up ToC Closure Workshop was held for IPs, selected GoB stakeholders and the EUD Representative. The ToC assignment and workshop provided clear answers and a shared understanding of the BRACE Programme ToC/ Intervention Logic (IL), with regard to the Policy Reform Dialogue, the Capacity-building of all stakeholders, the RSPs, the CIs, the TA and the BRACE GoB Counterparts at Provincial and District level.

