

The European Union's DCI Programme for Pakistan

Technical Assistance for a Balochistan Community Led Development Policy Framework

EuropeAid/138138/DH/SER/PK - ACA/2017/386-772

Closure Report of Tailor-Made-Training (TMT) Course at The Hague Academy for Local Governance (HAfLG) on “Multi-Level Governance and Pro-Poor Local Development”

26 – 30 September 2022



The project is financed by
the European Union



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

Disclaimer. The content of this report does not reflect the official opinion of the European Union. Responsibility for the information and views expressed lies entirely with the author(s).

**Participants Group Picture of the Tailor-Made-Training Course (TMT)
at the Hague Academy for Local Governance (HAfLG)**



Top Rows: Team Leader BRACE TA: Peter Portier, Instructor BRDA: Muhammad Arif, Chief Foreign Aid P&DD GoB: Najeeb Ullah, Director BRDA: Abdul Manaf, DS BLGB GoB: Atta Ullah, Chief Executive officer BRSP: Dr Shahnawaz Khan, Regional Manager NRSP: Nabeel Baloch, Director General BRDA: Niamat Ullah, Director Planning & Finance LGRDD: Gul Muhammad Mengal, Director District Coordinator BRACE TA: Nazar Muhammad, Monitoring, Evaluation & Communication Specialist BRACE TA: Muhammad Asim Hanif,

Bottom Row: from left to right; HAfLG Course Director Ms Emmely Benschop, Member Chief Minister IT: Salman Mufti, Deputy Team Leader BRACE TA: Atif Masud. MPA Chairman Standing Committee LGRD: Qadir Nayel, Minister P&DD: Haji Noor Muhammad, Parliamentary Secretary WDD: Mahjabeen Sheran, Secretary S&GAD: Abdul Rehman Buzdar, Programme Manager RSPN: Sajjad Hussain, HAfLG Team Facilitator: Shahenda

Project Title	Technical Assistance for a Balochistan Community Led Development Policy Framework	
Project Number:	EuropeAid/138138/DH/SER/PK	
Contract No:	ACA/2017/386-772	
Country:	Pakistan	
	<u>Project offices</u>	<u>Consultant's headquarters</u>
Addresses:	1. TA Project Office House 48B, Chaman Housing Quetta. 2. DAI Office Pakistan Beverly Centre (5 th floor) Blue Area, Islamabad.	DAI Global Austria GmbH & Co KG Lothringer Strasse 16 A-1030 Wien, AUSTRIA.
Contact persons:	Peter Portier,	Jaime Warne,
Function:	TA Team Leader,	TA Project Director,
Email:	peter.portier@brdcepta.pk	Jaime_Warne@dai.com
Author:	Muhammad Asim Hanif	
Function:	M&E, Comms. Specialist – Lead, Result Area-5 – Cross-Cutting/TA Project Management	
Email:	mahb81@yahoo.com	

Table of Contents

Acronyms & Abbreviations	5
1. BRACE Technical Assistance	6
2. Background of the TMT Course/Study Tour	6
2.1 RATIONALE FOR A TAILOR-MADE GROUP EXPOSURE VISIT/STUDY TOUR	7
3. Tailor-Made-Course Content, Preparations and Logistics	7
3.1 Coordination with HAfLG	7
3.2 Domestic Logistics	8
3.3 International Logistics	8
4. TMT Course Programme at the HAfLG	8
4.1 Objective(s) and Learning Outcomes of Study Tour	8
4.2 GoB led Group Configuration/Participants	9
4.3 Hague Academy - Study Tour Handout for Participants and Participants Guide	9
4.4 The Participants (self-) Evaluation Results	9
5. Proceedings of the Study Tour/TMT Course	10
5.1 Proceedings of Day – 1	10
5.1.1 Welcome and Introduction	10
5.1.2 MULTI-LEVEL GOVERNANCE AND DECENTRALISATION	10
5.1.3 Closing and wrap-up of day – 1:	10
5.2 Proceedings of Day – 2	11
5.2.1 Recap day – 1	11
5.2.2 Participatory and inclusive governance	11
5.2.3 Schuldenlab070 (debtlab070)	11
5.2.4 Study Visit to Foodbank Shop KIES!	12
5.3 Proceedings of Day – 3	12
5.3.1 Recap day – 2	12
5.3.2 Local Economic and Social Development	12
5.3.3 Study Visit of the RDM Innovation Dock Campus	13
5.4 Proceedings Day – 4	14
5.4.1 Recap day three	14
5.4.2 Accountability and Pro-Poor Service Delivery: Developing a model for Balochistan	14
5.4.3 Study Visit to City District East Amsterdam	14
5.4.4 Study Visit to Community Centre ‘Archipel’	15
5.5 Proceedings of Day – 5	15
5.5.1 Recap day four	15
5.5.2 Decentralization and pro-poor local service delivery: an international perspective	15
5.5.3 Identifying takeaways – Action Planning for Balochistan Province	16

5.5.4	Evaluation, certification and closing.....	16
6.	Follow-up Tailor Made Training Course at HAfLG	17
7.	Twining Options between Balochistan Rural Development Academy and the Hague Academy for Local Governance.....	17
7.0.0	Annexes:	18
	Annex-1 – EUD Approved Study Tour Memo	18
	Annex-2 – Study Tour Participants Master List	18
	Annex-3 – Hague Academy - Study Tour Handout for Participants	18
	Annex-4 – The Participant’s Guide	18
	Annex-5 – Detailed results and analysis from the participants’ self-evaluation	18
	Annex-6 – Decentralization by Alfonso Garcia (<i>PowerPoint Presentation</i>)	18
	Annex-7 – A Primer on Decentralization, Multilevel Governance, and Intergovernmental Relations	18
	Annex-8 – “Participatory and inclusive governance” (<i>PowerPoint Presentation</i>)	18
	Annex-9 – Schuldenlab debtlab (<i>PowerPoint Presentation</i>).....	18
	Annex-10 – Local Social and Economic Development (<i>PowerPoint Presentation</i>)	18
	Annex-11 – Accountability and Pro-Poor Service Delivery: Developing a model for Balochistan (<i>PowerPoint Presentation</i>).....	19
	Annex-12 – Community Centre ‘Archipel’ (<i>PowerPoint Presentation</i>).....	19
	Annex-13 – Decentralization and pro-poor local service delivery: an international perspective (<i>PowerPoint Presentation</i>).....	19
	Annex-14 – HAfLG/BRDA Twining Arrangement Memo	19
	Annex-15 – Link to Video Covering Study Tour TMT Course	19
	Annex-16 – Participants Attendance Sheet.....	19
	Annex-17 – HAfLG TMT Course Certificate.....	19
	Annex-18 – Pictorial of HAfLG TMT Course	19

Acronyms & Abbreviations

BRDA - Balochistan Rural Development Academy	4, 5
BRACE - Balochistan Rural Development and Community Empowerment	4
CLLG - Community-Led Local Governance	4
EU - European Union	4
EUD - European Union Delegation	4
EU BRACE TA - BRACE Technical Assistance	4
GoB - Government of Balochistan	4
HAfLG - Hague Academy for Local Governance	4
JDDC - Joint District Development Committee	4
LED - Local Economic Development	11
LGRDD - Local Government and Rural Development Department	4
MPA - Members of Provincial Assembly	5
NV - Note Verbale	6
RA - Result Areas	4
RNE - Royal Netherlands Embassy	6
RSPs - Rural Support Programmes	5, 7
TMT - Tailor-Made-Training	4
ToRs - Terms of Reference	4

1. BRACE Technical Assistance

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

The BRACE Technical Assistance (EU BRACE TA) Project is one of the Implementing Partners (IP) in the BRACE Programme and aims to facilitate the Government of Balochistan (GoB) to foster an enabling environment for strengthening the capacities of local government/authorities to manage and involve communities in the statutory local public sector planning, financing, and implementation processes. The BRSP, NRSP and RSPN are the other 3 BRACE Programme Implementing Partners (IP).

The EU BRACE TA's Government Counterpart is the Local Government and Rural Development Department (LGRDD). The BRACE TA works with the LGRDD on following five TA Result Areas (RA).

- | | |
|-------------|---|
| RA-1 | A dedicated Strategic and Policy for Community-Led Local Governance formulated and adapted |
| RA-2 | Improved Capacities of the Local Authorities |
| RA-3 | Capacitated Balochistan Rural Development Academy (BRDA) with focus on Community Led Development and Local Governance |
| RA-4 | Technical and Institutional Capacities of NGO/RSP and Community Institutions Established |
| RA-5 | Cross Cutting Areas and Project Management |

2. Background of the TMT Course/Study Tour

The EU BRACE TA Terms of Reference (ToR) provide for capacity building (and exposures) through (foreign) training. The Group Exposure Visit/Study Tour (Tailor-Made-Training) to the Hague Academy for Local Government (The Netherlands) is part of the European Union funded BRACE TA Capacity-building and foreign training activity. The Group Exposure Visit/Study Tour was prepared with the Local Government & Rural Development Department (LG&RDD) and the European Union Delegation (EUD). The Tailor-Made-Training (TMT) course falls administratively under RA-5, it directly affects the outcomes of RA-1 and RA-2 by contributing to high level policymakers buy-in for the Provincial Community-Led Local Governance (CLLG) Policy and the Joint District Development Committee (JDDC), and RA-4 with regard to clarity on positioning of RSPs/NGOs/CIs.

The HAfLG is a globally reputed institute that provides capacity-development trainings (open courses) that are directly relevant to the CLLG Policy Reforms, which the EU BRACE TA and GoB/LGRDD are pursuing under the EU BRACE Programme. EU BRACE TA established contact with the Hague Academy for Local Governance (HAfLG) from the Netherlands to design and organize the Study Tour/Tailor-Made-Training Course. The EU BRACE TA discussed with the HAfLG for the possibility to organize a Group Exposure Visit/Study Tour for a selected group of GoB Officials and the HAfLG agreed to make a TMT course specifically tailored to the needs of the study tour participants that included group of senior parliamentarians, senior to mid-level civil servants and Rural Support Programmes (RSPs). After series of correspondence and discussions, the HAfLG agreed to conduct a one-week Tailor-Made-Training Group Exposure Visit/Study Tour during the month of September 2022.

One of the objectives of the Tailor-Made-Training Group Exposure Visit/Study Tour were to complement the RA-3 capacitated Balochistan Rural Development Academy (BRDA) with focus on Community Led Development and Local Governance. Under RA-3 the EU BRACE TA is to contribute to building the Capacity of BRDA to provide training on community-led development approaches, targeting specific training courses delivered with BRDA faculty to selected targeted GoB Counterparts, and selected representatives from Community Organizations, Local Council, Members of Provincial Assembly (MPA) and NGOs/RSPs, i.e., including other potential NGO/CSOs. Therefore, preliminary discussions with the Group Member (from BRDA) and the HAfLG on BRDA Capacity-building modalities were also planned for BRDA/HAfLG twinning arrangement option on the side-lines of the study tour/training programme to seek a clear and globally standardised training delivery to the BRDA.

2.1 RATIONALE FOR A TAILOR-MADE GROUP EXPOSURE VISIT/STUDY TOUR

In 2019 and 2020 the TA had organized short exposure visits for a group of GoB Officials to Khyber Pakhtunkhwa, and Sindh. These visits enhanced significantly the shared understanding by the group on community-led development approaches. A major justification for a group exposure visit is the ability to create a common understanding with a selected group of senior officials from the GoB.

This HAfLG Group Visit Study Tour places a selected group of GoB Officials and RSPs in a better position, to act as change agents for the in process innovative CLLG policy reforms. The Tailor-Made-Training course to the HAfLG in the Netherlands was also allow for the group to be exposed to different international concepts, frameworks, tools and practices that broaden their views on local governance and public sector management and get better acquainted with specific project/programme or technical topics that would be part of a tailormade study tour.

The rationale for a tailor-made Group Exposure Visit/Study Tour was captured by the following arguments:

- i. Building a group of change-agents/champions-for-reform. In the coming quarters the TA is in the final stages of the design and adoption of the innovative CLLG Policy and its Implementation Arrangements. Finalization for adoption is done with the relevant GoB Officials to ensure GoB ownership and their full buy-in of the new and innovative CLLG Policy. To strengthen the cohesion and their shared sense of direction of the policy reform process, it will be highly effective if a selected group of senior GoB Officials, who are involved in the policy reform processes, go through a team-building exercise in the form of a group exposure visit/study tour as this will strengthen their drive to advocate and complete the proposed Policy reform designs, its adoption and notification, and to secure support for Policy implementation. A carefully configured group of GoB officials can become the change-agents and champions of reform and were selected from key GoB Officials, senior level elected parliamentarians, Civil servants and representatives from the BRACE implementing partners i.e., RSPs.
- ii. Enhancing the technical understanding of the CLLG Policy Reforms. The Group Exposure Visit/Study Tour, organized with the HAfLG, a globally reputed Local Governance training Institute, will be tailor-made and this included (1) training sessions that will enhance the technical understanding of the Group on best global practices, international concepts and theories, and models of effective (alternative) innovative approaches on community led-development and their inclusion in Local Governance systems, and (2) group review sessions, moderated by HAfLG experts, that are relevant to the GoB CLLG Policy. The tailormade course allowed the EU BRACE TA to share in advance the proposed GoB CLLG Policy with the faculty of the HAfLG and seek their perspective, which was presented to the group in discussions sessions, thereby strengthening their understanding of the GoB CLLG Reforms.
- iii. Foster BRDA Capacity Building through twinning of BRDA with the HAfLG, and this is included as one of the objectives of the Tailor-Made Training Course. The Group Exposure Visit/Study Tour allowed selected members of the group (from LGRDD/BRDA) to discuss with the relevant officials from the HAfLG the options of a “Twinning” linkage between the BRDA and the HAfLG for tapping technical resources and capacity-building, providing technical inputs for designing course modules, introduction of new approaches to transfer of knowledge, providing support for production of manuals as part of the BRACE TA BRDA capacity building programme, etc. The one-week exposure visit would provide sufficient time for these selected GoB officials to discuss, on the side, twinning options with relevant HAfLG officials.

3. Tailor-Made-Course Content, Preparations and Logistics

3.1 Coordination with HAfLG

The Exposure/Group Visit TMT course programme was organized by HAfLG, that has been organizing these kind of group visits and tailormade training programmes for: mayors and deputy mayors, members of the municipal executive, council members; managers and staff members of municipalities, national governments and public service organizations; active citizens and NGOs cooperating with local governments; and Government policy makers, project managers and consultants

at donor, development and consultancy organizations. The topics presented/discussed in the training course covered community-led development, civic oversight, participative and inclusive planning and development, local development, including SDGs. EU BRACE TA initiated dialogues with the HAfLG officials during March 2022 and started seeking agreement based on rationale above in **Section 2** and envisioned objectives and outcomes as elaborated in **Section 4**. In this regard, Team Leader – EU BRACE TA coordinated with the HAfLG and several in person and remote meetings were held to design the TMT Course. On agreement between EU BRACE TA and the HAfLG that there is an availability for the HAfLG to organize a one-week Group Exposure Visit/Study tour from 26 – 30 September 2022 the study tour cum Tailor Made Training Course was organized. The duration of a study tour was planned for one full-working week, Monday to Friday, with travel days on the weekends prior and after the one-week study tour, totalling maximum 07 days, based on international flight connections. Finally, the TMT course was scheduled with international travel starting from 25 September 2022 and the return was planned on 02 October 2022 on weekends and Study Tour/TMT Course scheduled for a full week (26-30 September 2022) during the working days.

The Study Tour/TMT Course was duly reviewed and approved by the EUD based on Study Tour Memo prepared and submitted by the EU BRACE TA. The copy of **EUD approved Study Tour Memo** is attached as **Annex-1**.

3.2 Domestic Logistics

Once the coordination with the HAfLG concluded on course contents and timeline of the TMT course and with due approval from the European Union Delegation the EU BRACE TA initiated facilitation to the TMT course participants duly finalized by the GoB/LGRDD. As a first step screening of passports validity and adherence to the Covid-19 guidelines of the Netherlands completed with close coordination with the TMT participants. Parallel to the screening of said documents, efforts were made to book the group visa appointment however, due to the high volume of visa applicants the appointments were not available and EU BRACE TA has to make additional efforts to coordinate with the VFS Global, the visa application facilitation agency of the Netherlands Embassy. However, this option was also remained unsuccessful and finally, efforts were made to seek cooperation from the Royal Netherlands Embassy (RNE) and gratefully, the RNE extended its support and visa appointments were booked for the group of TMT participants during the 30 August to 02 September 2022. About the Visa Application, the EU BRACE TA facilitated all participants for the following.

- Visa Appointments
- Documentation for the Visa Application
- Logistics for the visa application submission process
- Official GoB approvals including No Objection Certificate, Requisition for Issuance of Note Verbale (NV) to Ministry of Foreign Affairs (MOFA) Islamabad, Processing/Issuance of Note Verbale from MOFA, coordination and submission of Note Verbale to the RNE, Islamabad.
- Passport Collection from the VFS Global Karachi

3.3 International Logistics

Similar to the domestic logistics facilitation, EU BRACE TA facilitated and organized the International Logistics for the TMT Course participants. The international logistics facilitation included following.

- Coordination with HAfLG
- Hotel Bookings in the Hague
- International travel Insurance coverage
- International travel arrangements

4. TMT Course Programme at the HAfLG

4.1 Objective(s) and Learning Outcomes of Study Tour

The main objectives and expected learning outcomes of this group study tour/TMT Course were:

- 4.1.1** Build a cohesion of a selected key group of GoB officials who are relevant to design, adopt and implement the envisaged GoB CLLG Policy

- 4.1.2** Enhance the technical understanding of the group/participants of best global practices and theories and models of effective innovative approaches on community-led development and their inclusion in local governance systems
- 4.1.3** Provide structured discussion opportunities, moderated by HAfLG Experts, to review as a group the proposed GoB CLLG Policy
- 4.1.4** Upon return, accelerate the GoB CLLG Policy reform processes
- 4.1.5** Provide opportunity to discuss the options/possibilities for Twinning arrangements between the HAfLG and BRDA

4.2 GoB led Group Configuration/Participants

EU BRACE TA coordinated with its GoB counterpart department, LGRDD, to initiate the GOB-Led configuration of the Study Tour/TMT Course. In line to the approval of the EUD for twenty participants for the Study Tour/TMT Course, the list of participants was deliberated this also included nomination from Rural Support Programmes (RSPs). After several dialogues and discussion a list of final participants was approved by the LGRDD. However, the unforeseen circumstances with individuals initially configured for the Study Tour/TMT Course were dropped and duly replaced by the appropriate replacement with due approvals from the EUD and HAfLG however at the eleventh hour, dropout of one participant replacement was not possible due to the time constraints hence, 19 participants out of 20 successfully participated in the Study Tour/TMT Course organized during 26-30 September 2022 which is also evident as per the **Attached Attendance Sheet (as Annex-16)** of the TMT Course. **Study Tour Participants Master List** is attached as **Annex-2**.

4.3 Hague Academy - Study Tour Handout for Participants and Participants Guide

The EU BRACE TA team based on finalization of the configuration of the Study Tour/TMT Course, coordination, and tentative topics to be covered and the EUD approved Study Tour/TMT Course Memo developed a Hague Academy - Study Tour Handout for Participants. The participants handout was developed to provide all the participants firsthand information on rationale, intended course objectives and tentative course contents which covered introduction, background, rationale, and objectives of the tailor-made group visit/study tour, rationale for a tailor-made group exposure visit/study tour, objectives and learning outcomes, timing, topics, gob delegation, cost & funding, follow up action, gob delegation configuration and programme HAfLG group-visit / study-tour for GoB officials (26 to 30 September 2022). The EU BRACE TA with consultation to LGRDD held in person meetings and explained overall process and programme objectives and shared the handout. The **Hague Academy - Study Tour Handout for Participants** is attached as **Annex-3**. In a similar passion, the HAfLG also formulated a detailed participants guide for the Evaluation Multi-level governance and pro-poor local development 26-30 September 2022, TMT course and the participants guide was shared with all the study tour/TMT course participants for their understanding to the course contents, detailed programme, guidance for the Netherlands as whole and the Hague, predicted weather updates to prepare the participants beforehand. **The Participant's Guide** is attached as **Annex-4**.

4.4 The Participants (self-) Evaluation Results

The HAfLG team designed participants self-evaluation form for the Evaluation of Multi-level governance and pro-poor local development TMT Course 26-30 September 2022, by using online forms. The aim of self-evaluation was to seek direct feedback on the TMT Course's each session, study visits, logistics, experts and the HAfLG representatives. The outcomes of the evaluation recorded very positive results overall, with a few recommendations for improvements and the most appreciated session and study visit were Alfonso Garcia' sessions and the study visit to RDM Innovation Dock campus, Rotterdam.

The **detailed results and analysis from the participants' self-evaluation** of Multi-Level Governance and Pro-Poor Local Development TMT Course 26-30 September 2022 are attached as **Annex-5**.

5. Proceedings of the Study Tour/TMT Course

5.1 Proceedings of Day – 1

5.1.1 Welcome and Introduction

On day one of TMT Course on Multi-Level Governance and Pro-Poor Local Development, the Hague Academy team warmly welcomed all the participants and detailed introduction of the Hage Academy Team was represented by the facilitators Ms. Emmely Benschop and Ms. Shahenda El Nagggar, systems procedures at the training venue and entry/exit identity cards were issued to the participants. Later, a round of self-introduction of the study tour/TMT participants was done where each participants introduced themselves their name, designation, organization, education, experience and background.

5.1.2 MULTI-LEVEL GOVERNANCE AND DECENTRALISATION

After the welcome and Introduction, the HAfLG facilitator introduced the first presenter of the study tour/TMT Course, Mr. Alfonso Garcia who was an experienced and practical advisor in local government management issues and the design and implementation of national policies. The topic on Multi-Level Governance and Decentralization was subdivided into the three-sessions covering the proceedings of day one which included following.



- **Introduction to Decentralization, Multilevel Governance, and Intergovernmental Relations**
- **Introduction to Decentralization and Local Governance**
- **Decentralization and multilevel governance in The Netherlands**

Mr. Alfonso Garcia presented the Introduction to Decentralization and Local Governance and linked it to the objectives of Balochistan Rural Development and Community Empowerment (BRACE) Programme and provided insights to the decentralization and local governance. The last session on decentralization and multilevel governance in The Netherlands was moderated by Ms. Emmely Benschop as co facilitator.

The day one sessions were aimed at learning outcomes to develop understanding the reasons why decentralization is instrumental for local development, benefits and challenges of multilevel governance in achieving inclusive local development, clearly distinguish between the different concepts of decentralization and their influence on the shape of decentralization reforms and Local Governance over the time, how the system of multilevel governance evolved in The Netherlands, understanding to decentralization and its political, social, economic, and environmental implications and identify the drivers of the devolution process in Balochistan. The presenter hinted all the participants that today sessions have strong link to the upcoming session on the topic of “Local Economic and Social Development” to be moderated by him (Mr. Alfonso Garcia) on day three of study tour/TMT course (28 September 2022).

The Power Point Presentation **Decentralization by Alfonso Garcia** and a **Primer on Decentralization, Multilevel Governance and Intergovernmental Relations** are attached as **Annex-6** and **Annex-7**.

5.1.3 Closing and wrap-up of day – 1:

The proceedings of day-one were concluded with wrap-up by the facilitators and the presenter with vote of thanks and vice versa including with advice to review the todays learning for recap on next day.

5.2 Proceedings of Day – 2

5.2.1 Recap day – 1

The day two of the study tour/TMT course was started with the recap of the day one moderated by Ms. Emmely Benschop and different question were raised with the participants on the topics presented and discussed during the proceedings of day 1. After the questions and responses from the participants the facilitator summed up the main topic of Multi-Level Governance and Decentralization presented and discussed on day – 1.

5.2.2 Participatory and inclusive governance

After the recap of the day 1, HAfLG facilitator introduced Mr. Aaron Leonard the presenter for the topic on “Participatory and inclusive governance”. The presenter started his presentation with a unique group activity by using whiteboard to distinguish between Commonalities & Uniquenesses. Each of the participants were invited to write down what they understood by commonalities/uniqueness and examples. After the each of the participants wrote their understanding the presenter initiated a debate among the participants referring to the listed commonalities and uniqueness.



After the group activity, the presenter continued with the rest of presentation on the topic mentioned above. He presented to build the understanding of the participants on the participatory and inclusive governance to achieve the learning objectives of the session; understanding on characteristics of inclusive governance and citizen participation, identify conditions for successful participation processes in local governance and key requirements for stimulating innovation in the field of social protection. Mr. Aaron Leonard discussed following key subtopics during the presentation; Sustainable Development Goals, Universal Declaration of Human Rights, Citizen Participation Definition, Inclusive Governance, Benefits of citizen participation, Different forms of citizen participation, Different dimensions of citizen participation, Participation challenges, Participation challenges, Exclusionary politics is an important driver of conflicts, Illustrative definition social exclusion, Key principles of inclusive governance and Twin Track approaches to inclusiveness.

The presenter concluded his presentation with quick review of the learnings by asking critical thinking question on “Defining participation & inclusion, its importance and how challenging it is? Ways to address – targeting vs mainstreaming. The presentation on “**Participatory and inclusive governance**” is attached as **Annex-8**.

5.2.3 Schuldenlab070 (debtlab070)

The second session on day 2, was presented by Erik Jan Bosch (Schuldenlab070) and Aygul Keskin (SchuldenlabNL) of chuldenlab070 which is a community that consists of 29 partners from the private and public sector aiming to develop innovative solutions in the field of poverty and debt. The presenter explained poverty situation in the Netherlands and The Hague discussed key indicators focusing debt as one of the core issues for the poverty-stricken people. He explained that Schuldenlab070 is a consortium of different 29 partner communities which work with the mission to make the Netherlands debt-free and the vision scaling up (locally) proven debt assistance methods aimed at preventing and tackling (problematic) debts. They shed light on their strategy which is based on four pillars i.e., “**Coalition Building**” *when there's a connection between public and private organization on right way, things happen that wouldn't otherwise happen.* “**Funding**” *Public-private financing is a better precondition for sustainable financing* “**Accreditation**” *Testing the quality and effectiveness of interventions and accrediting them.* “**Impact Measurement**” *measuring impact is essential to demonstrate the added value.*

As whole the presentation was aimed at how communities can work together to address the social issues like debt among them and involve different stakeholders to develop public partnerships with municipalities and implementing organizations, and private partners such as banks, insurers, energy suppliers and housing corporations. The communities work together with public and private organizations to identify locally proven initiatives, to put them on the agenda and to arrive at debt assistance methods based on support that realize breakthroughs and can be scaled up.

The session ended with a question from the participants and responses from the presenters. The detailed presentation presented during the session on **Schuldenlab debtlab** is attached as **Annex-9**.

5.2.4 Study Visit to Foodbank Shop KIES!

After the lunch break, on second day of the study tour/TMT course the participants were taken to the KIES! Foodbank shop for a study visit to a community driven initiative run by the volunteers.

The group was welcomed by the KIES! Foodbank shop volunteers and Ms. Heleen Joziassse a lead volunteer shared that KIES! Foodbank shop is a community driven innovative initiative which involves partnerships with the larger stores and communities aiming at goal to provide people with food if they are unable to have it on their own. KIES! Foodbank shop adopts an approach to collect the food items which would be of no use and or near expiry from the larger stores and also being received from the community. She explained their core values that they only work with volunteers and that we are neutral and independent ('citizens for citizens'). In addition, food bank donates food without compensation and distribute the food as fairly as possible. Further, the volunteers took group participants for a visit to the KIES! Foodbank shop and oriented on its operations and systems that how food is collected, stored and distributed. She concluded with the group participants that this one of the examples that how communities can work themselves to contribute to the social protection.

The study visit ended after briefings and concluded the day 2 of the study tour/TMT course.

5.3 Proceedings of Day – 3

5.3.1 Recap day – 2

As a thumb rule set for the daily start of the day that it would be the recap of last day, the proceedings of third day of the study tour/TMT course started with the recap of day two learnings from the presentations and discussions on Participatory and inclusive governance, Schuldenlab070 (debtlab070) on debt and Study Visit to Foodbank Shop KIES! The participants shared their experience and key take aways in response to the questions raised by the facilitators. All participants reflected their positive learning experience from the day 2 and particularly appreciated the connection between the main topic of the day and the examples linked to the “Participatory and inclusive governance”.

5.3.2 Local Economic and Social Development

The key topic for the proceedings of day three was planned linking day one’s topic on Multi-Level Governance and Decentralization delivered by Mr. Alfonso Garcia and day three’s presenter is also same who shed light on the topic of “Local Economic and Social Development”. The session was planned in the same passion as the day two that the key topic is delivered discussed in a presentation and then followed by a study visit to the relevant facility.



Mr. Alfonso Garcia started his presentation with the main objectives of the session on the topic of the day Local Economic and Social Development aimed to review the characteristics and define the process of Local Development, Introduction to Local Development and discussion of basic ideas of Local development, Understanding Local Economic Development (LED) process and the stages involved in the definition of the LED strategy and how to develop and implement LED programmes in participants local context.

He presented the topic Local Economic and Social Development in detail and explained how to Identify challenges and opportunities for strengthening the local economy and job creation together with stakeholders at the local, regional and national level, Analyze obstacles that may hamper the economic participation of women, youth and marginalized groups and Identify factors that encourage entrepreneurship, innovation and entrepreneurship. The last part of the session was focused on actions aiming different areas including actions aimed at supporting SMEs, at supporting the labour market, development of infrastructure & services, Attract domestic & foreign investments.

The session was concluded by explaining the lessons of the territorial approach to the local economic development that territorial development is the result of the empowerment of local governments and local actors who are obliged to coordinate and collaborate with intermediate and national level actors (horizontal and vertical coordination/collaboration) and similarly for the rural development, municipal jurisdictions are the base but are not enough. Therefore, clusters of municipalities provide suitable space to achieve better social inclusion, economic growth and environmental sustainability. The detailed presentation on **Local Social and Economic Development** is attached as **Annex-10**.

5.3.3 Study Visit of the RDM Innovation Dock Campus

As soon the lunch break concluded, the study tour/TMT course the participants travelled by bus to Rotterdam from the training venue located in the Hague. The participants arrived at the Rotterdam and a professional guide taken them to a study visit to RDM Innovation Dock Campus established at the port. The purpose of the visit to the RDM Innovation Dock Campus was to share a successfully operational facility reflecting link between government, education, and entrepreneurship. The participants were provided with the orientations on multidisciplinary projects on site explaining the



operations of the RDM Innovation Dock Campus that how different educational entities are working with the RDM Innovation Dock Campus to enable their students getting facilitated to work on their conceptual ideas relevant to the port and shipping and other associated area provided with the facilities to experiment on their concepts. At the second stage of the successful concept of the students are also being facilitated by the different companies by investing on scaling up and evaluating the ideas for the industrial level production. For this purpose, the facility has the space which is being provided by the government Port Authority, and the investor companies provide experimental resources to the students and university graduates. At the final stage once the ideas are successfully experimented, tested and scaled the companies fund the development of products at industrial levels creating opportunities for the entrepreneurship to start their own startup companies.

The study visit to RDM Innovation Dock Campus concluded with briefing on the site and the proceedings of the third day were called off for the study tour/TMT course.

5.4 Proceedings Day – 4

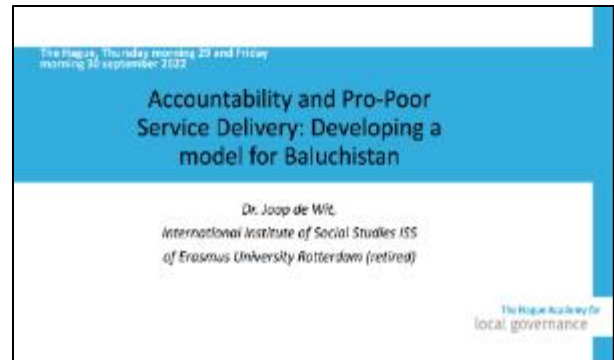
5.4.1 Recap day three

The fourth day also started with the recap of the previous day. The facilitator discussed, the learning from the Multi-Level Governance and Decentralization and the study visit to RDM Innovation Dock Campus Rotterdam. The participants shared their learnings from the session and the study visit and the highly appreciated the visit and detailed orientation that how the RDM Innovation Dock Campus works.

5.4.2 Accountability and Pro-Poor Service Delivery: Developing a model for Balochistan

The facilitators introduce the key presenter of the topic Accountability and Pro-Poor Service Delivery: Developing a model for Balochistan Mr. Joop de Wit. She explained that Mr. Joop de Wit will continue his presentation on day five of the TMT course which will have linkages to the today's topic and the study visits.

Mr. Joop de Wit started his presentation by detailing the key objectives of the session for day four of the study tour/TMT course which covered topics introduction to pro-poor service delivery and social protection, map the roles of state and civil society actors within social accountability mechanisms, discuss the benefits and limitations of social accountability tools and analyze the applicability of different social accountability tools for Balochistan province.



The sub topics covered during the session were aimed at understanding the basics of accountability and the powers and interests of key agents in accountability in changing contexts of multi-stakeholder governance, Identify (the varying importance and impacts of) both formal and informal dynamics (corruption, patronage) as well as the power and political dimensions of (fiscal) decentralization and related service delivery especially for poor people, propose concrete, relevant and feasible strategies to enhance accountability starting from actual 'everyday' realities on the ground – as a first building block for the Balochistan Action Plan to be discussed on last day of the study tour/TMT course. The detailed presentation on **Accountability and Pro-Poor Service Delivery: Developing a model for Balochistan** is attached as **Annex-11**.

The session concluded with takeaways for the last day of the study tour/TMT course.

5.4.3 Study Visit to City District East Amsterdam

As per the plan of the day four, all the participants travelled to Amsterdam via bus and arrived at the City District East Amsterdam for a study visit. At the City District East Amsterdam, the group participants were welcomed by the staff of City District East Amsterdam and were later provided an opportunity to meet with one of the elected representatives of City District Government. The representative of City District Government provided a detailed presentation that how the district government works in Amsterdam and how the accountability is ensured in the delivery of various services being provided by the municipal committees and how public private initiatives are encouraged to work together with government for the greater services to the public. He stressed on pivotal role of the community institutions are being played in the City District



community service delivery in collaboration with the government. After the presentation a lively discussion was held between the representative of City District Government and the participants study visit.

After the presentation and discussion with the representative of City District Government, the participants were shown a one stop facility being established by the City District Government for the public which works in an innovative to facilitate the general public with regard to their routine services such as registration, tax payments, issuance of driving license etc.

The visit to City District East Amsterdam concluded with that vote of thanks and vice versa.

5.4.4 Study Visit to Community Centre ‘Archipel’

After the study visit to the City District East Amsterdam, the group travelled to a community center “Archipel” working with the City District East Amsterdam to provide services to the native communities. The study visit and interaction with the community center “Archipel” management was aimed at experiencing the evident example of community institution working with the City District East Amsterdam as an initiative for community development in East Amsterdam.

The group was welcomed by the management of the community center “Archipel.” A detailed presentation was shared with the participants by the manager, one of the board members of the community center “Archipel” and representative of city district government, reflecting a true example of communities partnering together with the government. The presentation covered advisory councils and its way of work and provides a platform for Youth, managing monuments, organizing sports events and facilities for the sports, opportunities for the Art, health care, participation of community members in formal and informal ways collecting and managing the personal data and sustainability duly funded by the City District East Amsterdam. The presenters also explained that how advisory councils are formulated. They detailed that the advisory councils are appointed by the mayor and alderman for the advice on policies and not individual interest, the mayor and alderman ask advice with the goal to involve professional and experienced citizens in policymaking process. The presentation of **Community Centre ‘Archipel’** is attached as **Annex-12**.



With the presentation ended and a round of question answer was done the visit to the community center “Archipel” was concluded and proceedings of fourth day were ended.

5.5 Proceedings of Day – 5

5.5.1 Recap day four

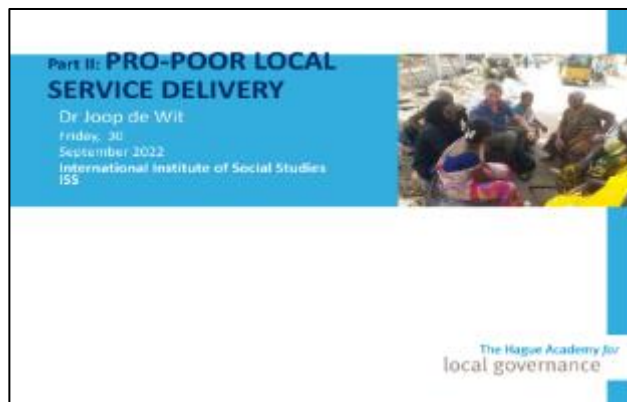
The proceedings of the final day of the study tour/TMT course were started with follow up and recap of the day four sessions Accountability and Pro-Poor Service Delivery: Developing a model for Balochistan by Mr. Joop de Wit, Study Visits to City District East Amsterdam and Community Centre ‘Archipel’. The participants reflected on their learnings from the session and visits to the both the sites having a close link and innovative way of communities and government working in partnerships.

5.5.2 Decentralization and pro-poor local service delivery: an international perspective

Mr. Joop de Wit initiated his presentation by building on day four’s session on the topic of Accountability and Pro-Poor Service Delivery: Developing a model for Balochistan and connected his fifth days presentation on Decentralization and pro-poor local service delivery: an international perspective. The learning objectives of the sessions were to explain the

importance of multilevel governance in order to build an effective system of social protection, list the different mechanisms for pro-poor service delivery and social protection, Identify potential risks and success factors in implementing social protection programmes at the local level and to propose a set of concrete actions in order to contribute to better intergovernmental cooperation for pro-poor local development in Balochistan.

The presentation covered a range of subtopics relevant to the key topic Decentralization and pro-poor local service delivery: an international perspective. During the morning sessions and until the lunch break the subtopics covered included the rationale of social protection, multiple dimensions of poverty, demand side constraints: access issues, problems related to participation and empowerment- do “communities” exist?, supply side constraints for pro-poor service delivery, constraints to organize participation and empowerment, case study of the Bangalore Urban Poverty Program, institutional development, engaging slum dwellers and officials, bottom-up planning, talking to communities, social protection, social insurance several “tailor made” welfare programs: the Tamil Nadu model. The presentation on **decentralization and pro-poor local service delivery: an international perspective** is attached as **Annex-13**.



5.5.3 Identifying takeaways – Action Planning for Balochistan Province

After the lunch, the presenter explained the linkages between the topics covered on day four and five and unfolded that how the participants in their own domain can identify the Identifying takeaways and exercise the action planning for Balochistan province. After a brief session, the presenter divided participants in to four different groups and given an assignment to the group members that to discuss and then present social protection interventions/ suggestions/ ideas/ targeted activities in an implementable Action Plan fitting the specific economic, political, and socio-cultural context of Balochistan.

The four groups of participants were given specific topics to formulate the action plans in context Balochistan Province. The topics included for group-1 “**Capacity Development**”, for group-2 “**Community Resource Mobilization**” for group-3 “**Local and Social Economic Development**” and for group-4 **Stakeholders Inclusiveness**. All the four group members worked on their respective topics and presentation in plenary. The session ended with the group presentation followed by the questions answers from the other participants and the moderators.

5.5.4 Evaluation, certification and closing

Following the session on Identifying takeaways – Action Planning for Balochistan the final session of the study tour/TMT course started which included self-evaluation of the overall study tour/Tailor-Made-Training Course by the participants using online link/forms.

Subsequent to the evaluation being completed by the participants, certification distribution was organized in an innovative way where the participants randomly provided with the certificates and later, they called one by one the other participant and handed over the certificate and the comments about the participant receiving the certificate.

At the end of the day the formal closing of the study tour/Tailor-Made-Training Course was done by the vote of thank to and from the HAfLG representatives, EU BRACE TA Team Leader and the participants. A group photo was taken at the close out of the study tour/Tailor-Made-Training Course.

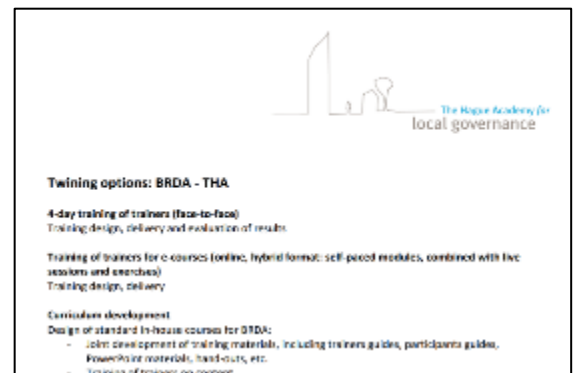
6. Follow-up Tailor Made Training Course at HAfLG

As follow up to the Study Tour/Tailor-Made-Training Course at the Hague Academy for the Local Governance (HAfLG) the EU BRACE TA has planned following three key follow up actions to build on the objectives of the Study Tour/Tailor-Made-Training Course.

- 6.1 Experience Sharing Event: Memo and Experience Sharing Event Proceedings
- 6.2 Follow-up with the Participants Tailor Made Training Course HAfLG, in support of CLLG Policy Reforms
- 6.3 TMT Course materials uploaded on BRACE Website
- 6.4 A short video on TMT Course will be developed and uploaded on BRACE Website
- 6.5 Follow up actions and Coordination on the Twinning Arrangements between BRDA-HAfLG

7. Twinning Options between Balochistan Rural Development Academy and the Hague Academy for Local Governance

To implement the GoB Community Led Local Governance (CLLG) Policy, the capacity of all relevant stakeholders at provincial level and in the districts needs to be strengthened. A comprehensive capacity-building programme is being designed to ensure implementation of the CLLG Policy. The Balochistan Rural Development Academy (BRDA) to play a lead role, in building capacity of the relevant provincial Departments, the district administrations, the elected local government officials, and the beneficiaries at local level. In turn, the BRACE TA is mandated to strengthen the Capacity of the Balochistan Rural Development Academy (BRDA).



As explained in Section 2, that the Hague Academy for Local Governance (HAfLG) is a globally reputed institute that possesses technical capacity to provide capacity-development training courses, training modules & manuals based on global best practices and new & innovative local governance initiatives that are directly related to the CLLG Policy Reforms, and the HAfLG has provided “institutional and organizational Capacity development” to organizations in Africa and Asia, like the BRDA. Therefore, BRACE TA initiated discussions with the HAfLG, on options for the HAfLG to provide institutional and organizational Capacity development support to the BRDA, possibly in the form of twinning linkages between the BRDA and HAfLG.

The Study Tour at the HAfLG (September 2022) provided a unique opportunity for the Director General of the BRDA and other BRDA representatives, to discuss with the HAfLG the scope and options of twinning arrangements. Two meetings were organized during the TMT course between BRDA and HAfLG representatives on 28 and 30th September 2022 to moderate discussion and identify action points for the twinning arrangement between both the entities. Specific follow up actions were identified covering the following topics.

- 7.1 Training of Trainers: to build the capacity of BRDA faculty members following international best practices
- 7.2 Curriculum Development
- 7.3 Designing of Standard in house courses for BRDA
- 7.4 Joint Development of Training Materials including Trainers Guides, Participants Guides, Power Point Materials, Handouts etc.
- 7.5 Online Training Opportunities
- 7.6 Training of the Back Office Team, Standardization and Quality Management, Marketing and Communications
- 7.7 Exchanges on Management Models and a Business Setup, and Human Resources Development

Annex-1 – EUD Approved Study Tour Memo



5 CB - Training -
220721 Hague Acade

Annex-2 – Study Tour Participants Master List



5 CB - Training -
020828 Hague Acade

Annex-3 – Hague Academy - Study Tour Handout for Participants



5 CB - Training -
290722 Hague Acade

Annex-4 – The Participant’s Guide



5 CB - Training -
Participants Guide BR

Annex-5 – Detailed results and analysis from the participants’ self-evaluation



EV TMT DAI Pakistan
Results September 20

Annex-6 – Decentralization by Alfonso Garcia (*PowerPoint Presentation*)



PPT Decentralisation
- Alfonso Garcia 2022

Annex-7 – A Primer on Decentralization, Multilevel Governance, and Intergovernmental Relations



Decentralisation
primer Boex_compres

Annex-8 – “Participatory and inclusive governance” (*PowerPoint Presentation*)



PPT Exploring
Inclusive Governance

Annex-9 – Schuldenlab debtlab (*PowerPoint Presentation*)



PPT Schuldenlab
debtlab - Erik Jan Bos

Annex-10 – Local Social and Economic Development (*PowerPoint Presentation*)



LED THA Sep 2022
AGS(Pakistan)28-09-2

Annex-11 – Accountability and Pro-Poor Service Delivery: Developing a model for Balochistan *(PowerPoint Presentation)*



PPT Accountability
Joop de Wit 2022.pdf

Annex-12 – Community Centre ‘Archipel’ *(PowerPoint Presentation)*



The Archipel-
Anne.pdf

Annex-13 – Decentralization and pro-poor local service delivery: an international perspective *(PowerPoint Presentation)*



28 Sept J de Wit
Photo PP presentatior

Annex-14 – HAfLG/BRDA Twining Arrangement Memo



HAfLG-BRDA Twining
Arrangement Memo.p

Annex-15 – Link to Video Covering Study Tour TMT Course

[Videos – BRACE](#)

Annex-16 – Participants Attendance Sheet



5 CB - Training 26-30
0922 Attendance Shee

Annex-17 – HAfLG TMT Course Certificate



HAfLG TMT Course
Certificate.pdf

Annex-18 – Pictorial of HAfLG TMT Course



5 TMT Course HAfLG
Pictorial.docx