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Short-term TA Assignment To Develop the Rules of Business (RoB) for the Balochistan Rural Development Academy (BRDA)

November 2022

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Acknowledgement

The Rules of Business (RoB) for the Balochistan Rural Development Academy, as proposed in this report, are the result of selected documents, technical reviews, and consultations with stakeholders relevant to the BRACE Program, especially officials from the Local Government and Rural Development Department, Government of Balochistan. The proposed BRDA RoB was guided by the insights and contributions of the Secretary of LG&RDD, the Director of Planning & Finance/Focal Person for the BRACE Programme, and the Director General of the BRDA. Because of their remarkable support, I would like to express my sincere gratitude for providing an invaluable opportunity to complete the RoBs assignment.

The consultation meetings were the key activities in this assignment and held with key staff from selected relevant organisations, and this provided the required understanding regarding the governance, functions, and rules of the organisations, which were then translated to the proposed the RoBs for the Academy. I acknowledge the significant feedback, discussions, and experience shared by representatives of the: National Institute for Management (NIM), the Local Governance School (LGS) KPK, the Pakistan Academy for Rural Development (PARDA) Peshawar, the Institute for Rural Management (IRM), and the National Center for Rural Development (NCRD).

Opinions from the TA Team of experts and other experts on the subject matter, also provided the base to determine the path to transition the BRDA systems from being an affiliated wing to an independent body. I want to acknowledge and appreciate the inputs and ideas provided by these experts on the subject matter, which undoubtedly helped to develop the proposed RoB.

I also thank the BRACE team for their commitment, hard work, and skill in providing data, and insights, which were incorporated in this report and the recommended RoBs for the Academy. This report is the product of our joint efforts, and I am grateful for their contribution.

Saif-Ud-Din Shahwani

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Abbreviation

ADB	Asian Development Bank
BRDA	Balochistan Rural Development Academy
BoD	Board of Directors
BRSP	Balochistan Rural Support Programme
B-TEVTA	Technical Education, Vocational Training Authority
BRACE TA	Balochistan Rural Development and Community Empowerment Technical Assistance
BEEF	Balochistan Education Endowment Fund
BPS	Basic Pay Scale
CB	Capacity Building
CLLG	Community Led Local Governance
CI	Community Institutions
DP	Development Partners
DG	Director General
DSP	Decentralization Support Programme
EUD	European Union Delegation
EDP	Executive Development Program
GoB	Government of Balochistan
GMS	Gender Mainstreaming Strategy
IKEs	International Key Experts
IPs	Implementing Partners
IT	Information Technology
ID	Institutional Development
IRM	Institute of Rural Management
KPIs	Key Performance Indicators
KPK	Khyber Pakhtunkhwa
LGS	Local Governance School
LG&RDD	Local Government and Rural Development Department
MCMC	Mid-Career Management Course
NSPP	National School of Public Policy
NIPA	National institute of Public Administration
NRSP	National Rural Support Programme
NGOs	Non-Governmental Organizations
NIM	National Institute of Management
NMC	National Management Course
NCRD	National Center for Rural Development
NFC	National Finance Commission
OPM	Oxford Policy Management
OD	Organization Development.
P&DD	Planning and Development Department
PIPS	Pakistan Institute of Parliamentary Services
PPAF	Pakistan Poverty Alleviation Fund
PPP	Public Private Partnership
PARD	Pakistan Academy for Rural Development
RSPN	Rural Support Program Network
RA	Result Area
RSPs	Rural Support Programmes
RoBs	Rules of Business
R&D	Research and Development
SO2	Specific Objective 2
SMC	Senior Management Course
TMO	Tehsil Municipal Office/Officer
TOR	Terms of Reference
TOTs	Training of Trainers
UCs	Union Councils

1

Introduction and Background of the BRDA ID/ROB Assignment

Introduction & Background

The Balochistan Rural Development Academy is the only institute in Balochistan that imparts training to local council members and Local Government staff. This Academy was established in 1972 as a Directorate under the administration of the Secretary of Local Government and Rural Development (LG&RD). The Academy works in capacity development and has given training to diverse target groups on various themes despite having low resources. There is close coordination between localities, labour groups, and the provincial administration. The academy has adequate infrastructure for training, workshops, seminars, and other forms of development.

This report outlines the fundamental legal framework for proposing the Rules of Business (RoBs) for the Balochistan Rural Development Academy. The proposed assignment resulted from the capacity need assessment report and capacity building plan for BRDA formulated under the EU BRACE TA Project. The assignment adopted scientific methods and described the analysis of the comparative study of organizations and recommendations for the formulation of BRDA RoB.

The assessment is an integral part of the EU BRACE Technical Assistance Project (RA3) of the broader Balochistan Rural Development and Community Empowerment (BRACE) Technical Assistance Program. The EU-funded Balochistan Rural Development and Community Empowerment (BRACE) Programme (2017-2022), of which the DAI service contract was a part to support the Government of Balochistan (GoB) in reducing the negative impact of economic deprivation, poverty and social inequality, environmental degradation and climate change. It turns this into opportunities to build and empower resilient communities participating actively in identifying and implementing socio-economic development activities on a sustainable basis in partnership with local authorities.

The BRACE Programme (2017-2023) Technical Assistance (TA) Project is one of the components of the BRACE Programme, with the other components implemented by BRSP, NRSP, and RSPN. The purpose of the BRACE TA Component/Project (2017-2023) was to enable the GoB to foster an enabling policy 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, to be captured in an innovative and institutionally transformative GoB Community-Led Local Governance (CLLG) Policy. As of June 2022 the NCE Year (July 2022-June 2023) was agreed upon between the GoB and the EU to Consolidate the TA deliverables and schedule the Deployment of Key and Non-Key experts to Consolidate and Institutionalize the TA Deliverables in the GoB Systems.

The GoB Community-Led LG Policy is an important TA deliverable that enables the Government of Balochistan to strategically approach and sustain community-led development and community empowerment by developing and implementing an innovative strategic CLLG policy framework. It shall ultimately pave the way for adopting a possible Sector-wide Approach with a GoB-driven

LG Sector policy dialogue, which may serve as the primary GoB reference for the Development Partners' coordination and alignment in Balochistan, with possible DP Sector Budget Support.

It is necessary to build the capacity of all relevant Stakeholders, Government and Non-Government officers to enable effective implementation of the innovative and transformative GoB CLLG Policy. The BRDA has been earmarked to take on the capacity-building role and hence it needs to be strengthened institutionally and organizationally in the light of the capacity building plan prepared by TA after carrying-out a detailed capacity need assessment of the BRDA. The priority task of the capacity-building plan is to formulate the proper Rules of Business (RoB) for the BRDA.

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Objectives, Limitations, Scope and Work plan of the Assignment

Objectives

The Result Area (RA) 3 of the BRACE Technical Assistance Program aims to develop the capacity of the Baluchistan Rural Development Academy (BRDA). The BRDA trains local government and line departments officials on office management, rules and regulations, laws / acts, capacity building, IT courses, financial procedures etc. However, the academy is struggling to become empowered and autonomous in the sense that it can become a center of excellence to impart training on local government, governance and rural development planning and implementation (keeping in mind the procedures and mechanisms that will come alive as the GoB adopts the CLLG policy). One of the objectives of the Technical Assistance project is to develop the BRDA institutional and organization capacity to empower the BRDA within the GoB institutional setup and develop robust internal administrative, financial, technical and research capabilities and capacities. Therefore, the objective of this assignment is to formulate BRDA Rule of Business that: -

- (a) clarify and strengthen the formal Mandate towards a more autonomous BRDA and;
- (b) provide clear Guidelines with clear Criteria on how to strengthen the core-functions of the Balochistan Rural Development Academy (BRDA).

Limitations of Study

In order to meet the objectives of this study, the following limitations were observed: -

- a. The non-existence of legal / binding government document (act/rule/notification etc.) that gave rise to BRDA in 1970s limited the focus of the assignment for reconstitution of BRDA or the legal ways by which BRDA could be more autonomous.
- b. The organizations visited and consulted during this assignment were reluctant to share their organizational RoBs, procedures and regulations etc. due to which the comparative analysis of RoBs was not possible.
- c. The assignment consumed extra time to explore the legal justifications for understanding how BRDA can be more autonomous.
- d. There was lack of information about reconstitution of any training institute of Government of Balochistan where it was transitioned from Government Attached Department to autonomous or semi-autonomous institutions.

Scope

The BRDA is required to formulate and adopt its Rules of Business. The RoB aims to (a) clarify and strengthen the BRDA mandate towards a more autonomous role and (b) provide clear guidelines and criteria to strengthen the core functions of the Academy. The following points clarify the scope of the BRDA ID/ROB Assignment: -

1. The BRDA RoB should (a) clarify the BRDA institutional positioning vis-a-vis the other relevant Government and stakeholder organizations, regulate BRDA's alignment with these other stakeholders/organizations, that are to implement the new innovative GoB CLLG Policy, and (b) clarify a mandate of the BRDA, under which the BRDA will become more autonomous, aligned with the prevailing GoB Finance Department, Financial Regulations, and the P&D Development Planning Manual Guidelines.
2. The BRDA ROB should contain guidelines that clarify how the BRDA can develop and maintain its staffing, its operations and investment/development budgets, compatible with the level of services the BRDA is to provide, and the target groups it is supposed to reach, including ROB guidelines that promote flexible resourcing approaches to develop, manage and monitor the CLLG/ID/CB training interventions, by drawing on a "BRDA pool of Master-Trainers and an External-Experts pool" as a cost-effective and flexible solution that will allow the BRDA to provide flexible responses to new emerging training needs, in line with the BRDA RoB, the autonomous position of the BRDA and the available BRDA Resources and Budgets.
3. The BRDA ROB should contain guidelines that facilitate the structuring of a transparent and streamlined institutional and organizational set-up of the BRDA, that can then be captured in a clear BRDA Organizational Chart, that should also clarify the key-staff positions/designations for each BRDA core Function. The BRDA ID/ROB Assignment will prepare the first complete draft of Job-Descriptions of these key staff positions, also demonstrating how these Job Descriptions are fully aligned with the (new upgrades) BRDA RoB/Core Functions.
4. The BRDA RoB should aim at the BRDA becoming a training center of excellence, with a focus on the provision of CLLG Policy Training for GoB Officials and relevant other stakeholders.
5. The BRDA ROB should have Guidelines with clear criteria on how to strengthen all the core-functions of the academy and become a training Centre of excellence, and to provide the Organizational Capacity and Training to the relevant Government and Non-Government Stakeholders, that are involved in implementing the innovative GoB CLLG Policy and the CLLG Policy Implementation Arrangement
6. The BRDA ROB should contain guidelines with clear criteria on how to establish and develop the BRDA core functions which should cover, but are not limited to;
 - How to develop new BRDA web/computer based IT/MIS,
 - How to establish a BRDA Training Curriculum with flexible Modular CLLG Training Modules, including Presentation Skills and Learning-Outcome Evaluation-techniques,

- How to establish BRDA capacity for Literature Reviews, Research and Survey Techniques, and their Documentation to allow lesson-learning and the build-up of a BRDA Repository/Data base of best-practices in CLLG Policy Implementation, District Development Planning, Project Cycle Management,
 - How to develop and apply the most effective Training & Capacity-building delivery approaches, and present a relevant up to date BRDA Training Calendar, with priority Training topics, structured training evaluations, that cover delivery and relevance assessments, and lesson-learning feed-back loops to continuously improve training, and finally
 - How to develop the BRDA core function that identifies the relevant BRDA Organization KPIs and the Core function performance targets and indicators, to measure achievement.
7. Specify possible BRDA funding (this should include grants from the Government, all money raised by the BRDA, profits accruing from investment; all other proceeds and amounts as the Government may direct to be placed at the disposal of BRDA).
 8. Propose utilization and maintenance of funds: including (Forms and registers, budget templates)
 9. Executive powers of the DG within the BRDA Organizational structure, systems, procedures and rules.
 10. Administration Procedure of BRDA
 11. Procedures for audit of funds/accounts of BRDA;
 12. Delegation of powers of DG BRDA and / or BRDA officers etc.

Work plan and Progress

The work plan of the assignment was developed in consultation with the TA IDCB Advisor (Annex-3). The desk review of relevant documents (Annex-2) was conducted and based on the literature review, the interview tools were developed for organizational and key expert's meetings.

The field visits to the organizations, including the Pakistan Rural Development Academy (PARDA) in KPK, the Local Governance School (LGS) in KPK, the National Center for Rural Development (NCRD) in Islamabad, the Institute for Rural Management (IRM) in Islamabad, and the National Institute for Management (NIM) in Quetta were conducted.

The consultative meeting was held with key experts and representatives from Finance, Law, and Local Government (Annex-3). The Back-To-Office Report was developed and shared with the BRACE TA (Annex-6). The draft report of the assignment was developed in line with the ToRs.

3

Documentation Review & Recommendations

This chapter provides the methodology and findings of the literature review indispensable for enhancing the mandate of the BRDA and subsequently framing the Rule of Business (RoB) that caters more autonomy. The first section describes the methodology for selecting documents, the data analysis approach, and the ways to present findings. The second section discusses the results and conclusion of the desk review.

Methodology

The systematic literature review process was followed to meet the objectives of the study. The process includes several steps as follows;

1. Identification of organizations with similar mandates, functions and autonomous structures based purposive sampling¹ and snow ball² sampling technique which includes. The mandate and functions mean the organization must be training institute in the fields of rural development, rural management and general management. Based on criteria, five organizations with similar mandate, functions and autonomous structures were selected.
2. Secondary data collection regarding the selected organizations includes; organization mandate and functions (vision, mission, aim, objectives, history, organogram, wings) and legal documents (Acts, RoBs, Regulations).
3. Acts of other provincial training and research institutes and Government Rules of Business to understand and explore the legal ways of reconstitution of BRDA were also consulted.
4. The capacity need assessment reports of BRDA was studied to understand institutional and organizational needs of the academy.

Findings of the desk review

The findings of the literatures review are relevant to enhancing the mandate and subsequently framing the Rule of Business for more autonomous roles of the BRDA. The content analysis approach was applied to analyze the secondary data. The findings are reported in the following themes; “Autonomous Structure”

¹ <https://research-methodology.net/sampling-in-primary-data-collection/purposive-sampling/>

² https://www.researchgate.net/publication/324590206_Snowball_Sampling_A_Purposeful_Method_of_Sampling_in_Qualitative_Research

The Case for an Autonomous Organization

Currently, BRDA works with the Local Government and Rural Development (LG&RD) Department of the Government of Balochistan as an attached Directorate or Subsidiary. The capacity need assessment report analysis reveals that BRDA's requires organizational reforms and reorganization. The ID/RoB assignment suggested the drafting of RoB that caters to the financial and administrative autonomy with the aim to empower BRDA to manage, design, and set its organizational direction towards a center of excellence rather than leaving it for the LG&RD department. Through this empowerment, BRDA can also carry out its strategic planning, build public & private partnerships and direct engagements with donor agencies and development partners. Reference below is the recommendations of BRDA's CNA report:

“By and large, the academy needs to be granted some level of autonomy and latitude to run its financial management affairs.”

“There is also the need for institutional and structural reforms of BRDA into a financially and administratively autonomous entity complete with its own By-Laws/Statute/Charter to govern its governance and operations.”

“a strategy to develop an accreditation method, quality management methods/tools for maintaining a standard of all training being imparted by the BRDA and criteria for awarding certificates.

Since BRDA is a directorate working under the LG&RD Department, it follows the Government of Balochistan's rules, regulations, and policies.

In the preview of the recommendations in the CNA report, all the mentioned recommendations require legal provisions because there is a limitation in the Government RoBs for re-structuring and extension of functions; the section 12 sub-section-4 of the Government Rules of Business 2012 clearly states that:

(1) No department shall, without the concurrence of the Services and General Administration Department authorise any orders, other than an order in pursuance of any general or special delegation made by the Services and General Administration Department, which involve: -

- a. reduction or extension in the scope of functions of a Department as given in Schedule I (Section-B) or the transfer of such functions from one Department to another;*
- b. re-organisation or change in the status of Offices in the Secretariat, Regional or Attached Departments;*

In this reference, various Autonomous Bodies' Acts and available RoBs were reviewed: it includes RoBs of Pakistan Rural Development Academy (PARD), the Provincial Services Academy (Khyber Pakhtunkhwa) Act-2013, the National School for Public Policy (NSPP) Ordinance 2002, Pakistan Institute of Development Economics (PIDE) Act 2010, Balochistan Technical and Vocational Training Institute Authority (B-TEVTA) Act 2010, Balochistan Education Endowment Fund (BEEF) registration in Companies Act 2017, Balochistan Education Foundation Act 1994 and Balochistan Arts Council Act 2018 and RoBs etc.

The study indicates that autonomous organizations are established or reconstituted through an “Act of Parliament,” “Ordinance,” or “Registration in Act.” According to Government Rules of Business 2012, when any government department moves a draft or bill, passed through various legislative steps and approved by the Governor, it becomes Act. Whereas, the Section 89 of the Constitution of Pakistan empowers the President, and Article 128 of the Government of Balochistan Rules of Business 2012 empowers the Governor to issue an ordinance if the assembly is not in session. Another, the Government can establish any institute via registration in existing Acts.

Study of mandate and functions

An organization's mandate and mission justify the organization's reason for existing and guide the strategic planning process by pointing to the direction the agency wishes to go. The desk review highlights that the mandate of NIM and LGS is professional development for public policies and local governance. In contrast, PARD and NCRD are concerned with rural development and the socio-economic empowerment of rural and underprivileged communities; this reveals that an institution's mandate should reflect its functions and target audience. The organization's functions include setting up a structure for duties and responsibilities, deciding who has authority, specializing, and ensuring that the different parts work together. The functions are essential for management because no organization could do its job without them. Findings of field visits of organizations catered to three specialized functions; Faculty, Research, and Administration. NCRD and PARD arranged these three functions in a structure where the chain of command begins with the Director General, leads to Directors, and then extends to general employees. IRM has designed a divisional structure for its training that spans various programs, services, and audits. The NIM and LGS had a flat³ structure where Director, Manager and employees were linked in a single tier. In all types of organizational structures, the administrative authority distributes duties and responsibilities among the subordinating officer.

³ The organization has few levels of management between the work force and highest level.
<https://incorporated.zone/flat-organizational-structure/>

Governance Structure

In setting the milestones for the development of the academy and its human resource, the BRDA's CNA report identified the following significant institutional gaps: -

1. Lack of authority to set the direction of Academy,
2. Absence of welfare and capacity building of employee,
3. Reduced performance levels, progression, and innovations due to low stakeholder engagement.

“the BRDA does not have a policy-making Board of Directors (BoD) to manage their academy's affairs and make policies”.

The Rules of Business⁴ of the PARD were one of the guiding documents that catered basis for understanding the autonomous structure. The PARD RoBs describe governance and decision-making explicitly: own funds source, clear roles and responsibilities, and delegation powers. The governance structure of PARD is as follows:

- a. Board of Governors
- b. Executive Committee
- c. Power and functions of Board

The NIM under NSPP⁵ also has a good governance model as following:

- a. Board of Governors
- b. Executive Committee
- c. Academic Council

Power to make Rules and Regulations

Based on the findings of the desk review of the autonomous bodies Act and the RoBs, it was determined that the RoBs are the subsidiary rules drafted and approved by the provisions of the Act.

The autonomous bodies are more independent than subsidiary functions of the department, and the delegation of powers that includes the authority to create rules and regulations requires the approval of the board before it becomes effective. On the other hand, unless the legislation

⁴[http://establishment.gov.pk/SiteImage/Misc/files/Revised%20Rules%20of%20Business%20Finance%20Service%20and%20Recruitment%202011%20\(PARD\).pdf](http://establishment.gov.pk/SiteImage/Misc/files/Revised%20Rules%20of%20Business%20Finance%20Service%20and%20Recruitment%202011%20(PARD).pdf)

⁵ National School of Public Policy established under Ordinance No. XCIX of 2002

authorizes it, administrative entities within the government do not have the power to establish new regulations.

According to the notification issued by establishment division letter # F.No.6/4/96-R-3 date of November 2, 2021:

“each Autonomous Body is governed by its own enactment and Rules & Regulations made thereunder. Therefore, soon after an organisation is established, it is mandatory to frame service rules in order to run the organisation in legit manner”.

Similarly, the legal drafting⁶ manual highlights that,

“Rules shall mean a rule made in exercise of the power conferred by any enactment, and shall include a regulation as a rule under any enactment.”

Conclusion

The desk review provides clear direction and process to either formulate the BRDA's RoB (having a more autonomous financial and administrative system and structure) or change the organizational status into an autonomous body that expands the scope of work, functions, rules, and regulations of the academy. However, based on the review's recommendations, additional field visits to relevant organizations and consultation meetings with key experts were planned to understand better the ground practices of autonomous bodies and attached departments. Moreover, it also helped to explore the challenges and problems of both structures and their legal mechanisms.

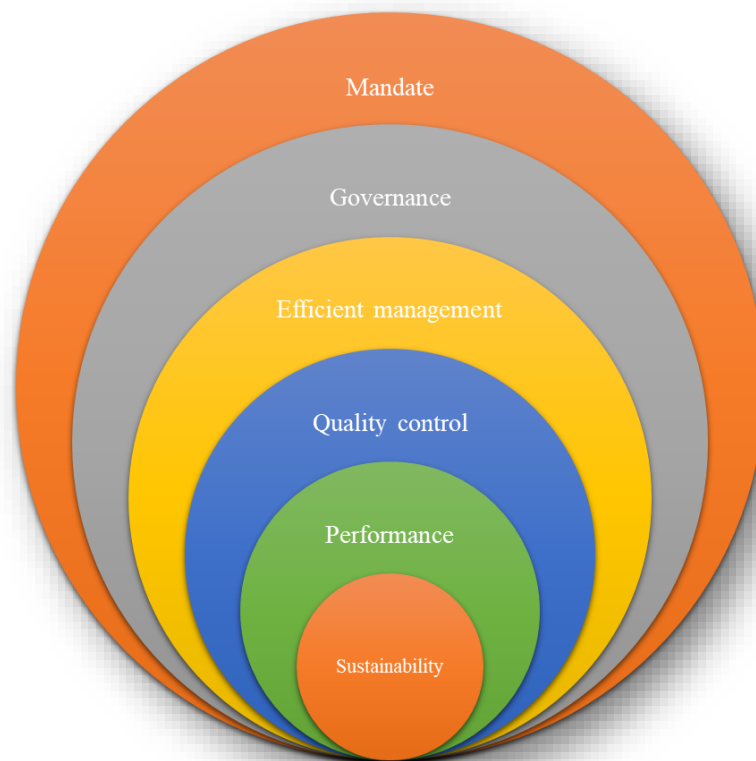
⁶ Legislative Drafting Manual by Sheikh Sarfraz Pakistan Institute of Parliamentary Services (PIPS)

4

Analysis, Feed-back and Recommendations for BRDA ROB

This chapter provides the findings and comparative analysis based on the case study⁷ and key experts' feedback about the elements that help institutes and organizations achieve their goals and implement change. The data was analyzed using Braun and Clark's (2006) coding framework. This method is suitable because it systematically shows how much qualitative data can be broken down into short, meaningful themes. The core themes are "mandate," "governance," "efficient management," "quality control," "performance," and "sustainability," around which analysis is prepared.

Learning Areas



Mandate

For every organisation, it is imperative to design its mandate. The underlying reasons are that it justifies its existence, guides the organisation for future planning, and provides direction on where it wishes to go. Thereby, the mandate and scope of the organisation were assessed critically during case studies and key informant interviews. The main determinants for assessment were the missions, aims, and objectives that guide the organisation. The case study analysis shows a significant comparison of *mandatory and non-mandatory training*.

⁷Case Study means, the depth study of the Autonomous and Attached Departments short listed for the study.

The mandatory training was connected with the promotion of officers and officials. For instance, the National Institute of Management (NIM)-Quetta, under the administrative control of the National School of Public Policy (NSPP), is responsible for providing mandatory in-service training for promotion to BS-18 officers of all cadres in the Government of Pakistan service rules system. Similarly, the Local Governance School (LGS) in KPK is also responsible for the mandatory pre-service training of Local Council service employees and Local Government Officers.

An important fact about the LGS is that the government of KPK has notified LGS as a focal point for training all government and private institutions and development partners, thereby enhancing the organisation's scope. Contrary to this, PARD and NCRD were found engaged in research activities and non-mandatory training.

These research activities encapsulate rural development, poverty alleviation, and community development. It shows that the organisation's mandate and scope can enhance its functions and applicability to the broader audience.

Governance and Flexibility

Governance is a process by which an organisation and its members operate, control and are held accountable for all actions. It helps to improve productivity and performance, ensure stability, cultivate a culture of integrity, and create a dynamic environment. The analysis of case studies explored a few key themes relevant to governance, i.e. governance system and flexibility in decision-making.

Case study analysis shows profound results about governance systems among autonomous institutes. The case of NIM exemplifies the features of good governance having Board, Executive Committee and Academic Council. The Academic Council supervises the NIM for designing and overseeing the training courses and quality parameters for all aspects of training.

Further Academic council updates the curricula and courses on modern approaches indispensable for government officers. Due to this governance mechanism, the NIM was better at planning, organizing and controlling the training than other autonomous organizations like LGS and PARD.

In comparison to this, other institutions did not have any governance mechanism to ensure quality parameters for training plan, curricula and performance system.

IRM, as a private institute, has Monitoring and Evaluation system that is responsible for ensuring training quality. The governance mechanism was better in organizations where oversight committees /bodies are present that contribute for development and progressions.

Further, key expert interviews highlight that the flexibility to re-organize, transform, and upgrade the organization is critical for governance. The finance expert highlighted that the government system has a lengthy legislative and administrative process to transform any department. There is

rigidity in an administrative structure that inhibit growth and institutional reforms. Similarly, the Local government expert states that reforms are challenging within the Government setup due to legal, political and administrative hurdles. However, if fortunate enough, to successfully reform an organization and establish its board of governors with powers delegated through an Act, then the board shall hold the powers to design organisational mandate, develop necessary policies and set specific targets indispensable for growth and survival.

Further Board delegates powers to the Executive Director / Director General / Director to manage the affairs of an institute (creating pools of trainers, administrative expenses, training schedules, and assessments).

In the case of PARD, the Board of Governors has empowered the Director General for a training, appointment, disciplinary actions and service matters of employees and staff (contract and daily wages). Thereby the flexibility to re-organize, transform, and upgrade the organisation is more favourable in autonomous, compared to the subsidiary.

Efficient Management

In management, efficiency means doing tasks with the least amount of waste and the best use of resources to meet organizational goals. It helps government organizations provide quality services, achieve fiscal plans, and balance budgeting and rational spending. The case study analysis shows that NIM, LGS, and IRM better utilized the resources. These organizations have created a pool of trainers that helps them hire services on a need-based basis rather than creating liability for the organization by hiring permanent employees.

Moreover, the payment method is daily or per hour, connected with training days or hours. Due to this model, organizations' labour costs are reduced and focus more on external experts, training content, service delivery, networking and resource planning. PARD and NCRD have training and research components in their mandate. They have specialized human resources to carry out research activities and training. These organizations follow the "in-house model", where they hire employees on a permanent and contract basis, establish research units, allocate more resources for training and research, and incur colossal costs. Hence, efficient management is present when the pools of trainers are created and research is carried out with collaboration.

Quality Control

The training's core objective is to improve skills, understanding and abilities that contribute to human resource development. The core purpose of training is knowledge transfer through the standardized method. The quality features of training include discipline, engagement, updated and relevant curricula, and training methodologies. The analysis of case studies shows that NIM and IRM were better in all these aspects because they followed specific guidelines and were flexible in adopting national or international best practices. The discipline was intact with control of time, engagement in activities that improve knowledge, physical and psychological health, and

personality development, learning through updated curricula, and using the participatory methodology and feedback mechanisms. In comparison, LGS, PARD and NCRD were more concerned with imparting curriculum and lecture-based methodology. Moreover, NIM and LGS have established objective-based assessment criteria that critically review the performance of the participants and trainers.

The NIM Academic Council and the IRM Monitoring and Evaluation Unit ensure the quality parameters of their training. In contrast, no specific functions oversee the quality control mechanisms in LGS, PARD, and NCRD. The overall quality of training is improved if a quality control mechanism is in place and the training is integrated with a mandatory training approach.

Performance

The mandate is the benchmark for organizational performance. It involves analyzing organizational performance against its objectives and goals. Performance is the ability of the organization to optimize results in a state of constant change. The case study analysis shows that NIM and LGS performance are measured through the quality and quantity of training. The PARD and NCRD measure performance through training and research outputs.

Concerning performance, the DG NCRD and Field Research Specialist PARD highlighted that their institutions have two functions; "think and do." However, since their mandate is reduced by the existence of parallel organizations with the same mandate, it has ultimately impacted their performance, progression and innovations. According to them, they are now only limited to the "thinking" function, as the "do" function has been delegated to other parallel institutions with the same mandate, such as the Rural Support Programs (RSPs) and the Pakistan Poverty Alleviation Fund (PPAF). It was also shared that the performance of government training institutes depends on having a clear mandate, the existence of parallel institutions with the same mandate, and the interest of higher authorities, where political economy plays an important role. Thereby, the performance of government training institutes depends on their integration with mainstream government policies.

Sustainability

In its broader sense, sustainability *refers to continuously maintaining or supporting a process over time*. Sustainable organisations consistently identify and evaluate factors that can affect their holistic growth. Further, sustainable organisations continuously develop their capacity and resilience to counter adverse factors. With more autonomy, the organisation's financial sustainability becomes more critical to control.

The financial sustainability of government subsidiary organisations is better than that of autonomous organisations because autonomous organisations are responsible for managing their finances independently. The analysis of organisations revealed that

1. NIM is financially sustained because it receives salaries and operating expenses from Federal Governments, training costs for each training participant from their relevant Government Departments, and generates revenues by renting out its building for external training and social/sporting activities.
2. PARD receives a 60% grant from the Federal Government and 10% each from the four Provinces to manage its expenses, i.e. salaries, expenditures, training cost and research activities.
3. LGS has a financial and administrative autonomous structure. It ensures financial stability by providing mandatory training to officers and officials of Local Government and Local Councils etc.; For this purpose, the Local Government Board has reserved a 2% budget from each union council for LGS. The school also receives a share of the revenue of each TMA. The share⁸ of LGS is calculated relative to the volume of the revenue of each TMA. The KPK Government highlights the following criteria for revenue sharing: -
 - (a) 15 Category-A TMAs exist in KPK and the share of share of each TMA is Rs. 450,000/-.
 - (b) 25 Category-B TMAs exist in KPK and the share of each TMA is Rs. 330,000/-.
 - (c) 89 Category-C & D TMAs in KPK and the share of each TMA is Rs. 200,000/-.

⁸ Notification no. 5b/ESTT:/2-8/2021 dated 23rd November 2021 of the Local Council Board.

COMPARATIVE SUMMARY OF FINDINGS

S. No	Particular Functions	NIM	LGS	PARD	IRM	NCRD	BRDA
1	Legal Existence	Government Institute	Government Institute	Government Institute	Private Institute	Government Institute	Government Institute
2	Status	Autonomous	Autonomous	Autonomous	Autonomous	Subsidiary	Subsidiary
3	Mandate	Mandatory	Mandatory	Non-mandatory	Non-mandatory	Non-mandatory	Non-mandatory
4	Source of revenue	Training cost	Revenue sharing and capacity building LGB	Federal and Province	Self-generated	Government	Government
5	Governance	Board of Governors Academic Council	Local Government Board	Board of Governors	Board of Governors	Secretary	Secretary
6	Administrative head	DG	Director	DG	ED	DG	DG
7	Flexibility to take decision	Not-present	Present	Present	Present	Not-present	Not-present
8	Training Efficiency	High	Medium	Medium	High	Medium	Medium
9	Innovation	Not Present	Not Present	Present	Present	Not-present	Not-present
10	Quality Control	Present	Not-present	Not-Present	Present	Not-Present	Not-present
11	Organizational structure	Flat	Flat	Functional	Divisional ⁹	Functional	Functional

⁹ Divisional structure: the functions are grouped based on the product, services or programs.

5

The proposed BRDA Rules of Business (ROB) and Organogram

The BRDA Rules of Business developed and proposed below, are based on the findings from the desk review, and the consultations with organisations', and the key experts in the subject matter, as explained in above. The rules are drafted to strengthen the programmatic, administrative, and financial (core-) functions of the BRDA, and allow the BRDA to become more autonomous, to expand its scope and functions and to allow the BRDA to be able to deliver on its expanded mandate, which the parent Department, the Local Government and Rural Development Department intends to pursue by giving the BRDA the appropriate institutional status and a new proposed organizational structure, that contains the following: -

- 1. Part A. General**
- 2. Part B. Board of Governors**
- 3. Part C. Allocation of the Business**
- 4. Part D. Consultation among the Wings**

RULES OF BUSINESS

In exercise of the powers conferred under section XXX of the Balochistan Rural Development Academy Act, 2023¹⁰, the Government of Balochistan, with the recommendation of BRDA's Board, hereby make the following rules: -

PART A. GENERAL

1. Short title and commencement.- (1) These rules may be called "the Balochistan Rural Development Academy, Rules, 2023".

(2) They shall come into force at once.

2. Definitions. - In these rules, unless there is anything repugnant to or the context otherwise requires,

- (a) **"Academy"** means Balochistan Rural Development Academy;
- (b) **"Academic Committee"** means the Academic Committee of the Academy;
- (c) **"Business"** means all work done by the Academy to fulfil the requirements of these Rules;
- (d) **"Board"** means the Board of Governors of the Academy;
- (e) **"Chairperson"** means the Chairperson of the Board;
- (f) **"Deputy Director"** means the Deputy Director of the Academy;
- (g) **"Director"** means the Director of the Academy;
- (h) **"Director General"** means the Director General of the Academy;
- (i) **"Executive Committee"** means the Executive Committee of the Board;
- (j) **"Funds"** means the fund of the Board;
- (k) **"Government"** means the Chief Minister Balochistan and his Cabinet;
- (l) **"Instructor"** means members of the teaching staff of the Academy.
- (m) **"Rules"** means rules of the Academy;
- (n) **"Schedule"** means the schedule attached to these rules;
- (o) **"Secretary"** means the Secretary to the Board;
- (p) **"Selection Committee"** means the Selection Committee of the Academy;

¹⁰ This is subject to the approval of an Act by Government of Balochistan

- (q) “Unit” means subordinate offices of the Wing
- (r) “Vice-Chairperson” means the Vice-Chairperson of the Board;
- (s) “Wing” means a Wing of the Academy.

3. Function of the Academy. The functions of the Academy shall be: -

- (a) provide for pre-service and in-service training of functionaries of the Local Government, as well as, those of the Provincial Government, if so required;
- (b) capacity building of elected representatives of local councils and community institutions;
- (c) serve as a research institute for thematic studies and policy guidelines in disciplines of new public management, economics, rural-urban development, good governance and any other relevant discipline;
- (d) design and deliver training courses for public and private departments and organizations;
- (e) organize conferences, workshops, seminars, symposiums and other activities in the fields of rural-urban development, good governance, new public management and allied subjects;
- (f) institutionalize networks and collaboration with universities and other training and research institutions for training, research, and other services.

PART B. BOARD OF GOVERNORS

4. Composition of the Board. (1) (1) The general direction and administration of the Academy shall vest in the Board of Governors;

(2) The Government shall for the efficient administration and management of the affairs of the Academy by notification in official gazette, establish the Board for the Academy consisting of ex-officio and non-ex-officio members. the following members: -

- | | | |
|-----|--|------------------|
| (a) | Chief Secretary, Balochistan | Chairperson |
| (b) | Secretary, Local Government & Rural Development
Department, Government of Balochistan | Vice-Chairperson |

(c)	Secretary, Finance Department, Government of Balochistan	Member
(d)	Secretary, Services & General Administration Department, Government of Balochistan	Member
(e)	Two distinguished PhD level academicians relevant to Local Govt and Rural Development including one woman to be nominated by the Government	Member
(f)	One key expert from civil society	Member
(g)	Director General Academy	Member cum Secretary

5. Powers and Functions of the Board.- The Board shall:-

- a) approve policies and regulations /SOPs for the functioning of the Academy;
- b) exercise supervision, monitor and look after all the affairs of the Academy;
- c) constitute a selection committee for appointments and promotions;
- d) constitute pension, insurance, gratuity, provident fund, and benevolent fund for academy employees;
- e) determine the pay scales and other terms and conditions of service of officers, instructors, and other academy employees;
- f) determine the terms and conditions of service of consultants, contractors, and sub-contractors;
- g) approval of the annual budget of the Academy;
- h) request and receive grant-in-aid from the Government and Donors;
- i) supervise the audit of accounts;
- j) review and approve a periodic strategic plan for the Academy;
- k) review and approve investment plans and sources of funds;
- l) approval for purchase or otherwise acquire moveable or immovable properties necessary for the Academy subject to budget provision;
- m) approval for partnership with stakeholders for value creation of the Academy;
- n) constitute committees as it may deem necessary for academic functions;
- o) approve annual work plan;
- p) authorize expansion of the functions and scope of the Academy that fall under the mandate; and
- q) delegate powers to the relevant member of the Board, Executive Committee,

Director General or any other officer of the Academy.

6. Office Bearers of the Board of Governors.- The ex-officio members shall be the office bearers of the Board:

- (a) Chairperson;
- (b) Vice-Chairperson; and
- (c) Secretary.

7. Roles and Responsibilities Bearers of Office. The following shall be the roles and responsibilities of the office bearers of the Board of Governors: -

- (a) The Chairperson or, in his absence, the Vice Chairperson shall preside over the meetings of the Board. In case both the Chairperson and Vice-Chairperson are absent, the members present at a meeting shall elect one of them to preside over the meeting;
- (b) The meetings of the Board shall be convened at least twice a year or as often as may be necessary, under the direction of the Chairperson or in his absence under the direction of the Vice-Chairperson. A meeting of the Board shall be called by notice under the signature of the Secretary to the Board, stating the date, time and place at which such meeting will be held.

8. Meetings of the Board Governors.- The meetings of the Board of Governors shall be followed as prescribed: -

- (a) the meetings of the Board shall be convened at least twice a year or as often as may be necessary, as per the direction of the Chairperson;
- (b) with approval of the Chairperson, the Secretary to the Board shall call the meeting by notice to all the members of the Board stating the date, time and place;
- (c) the Secretary to Board shall issue the agenda and relevant documents to the members of the Board not less than 5 days before the date of the meeting;
- (d) the Secretary to the Board shall issue modifications within 3 days of circulation of the agenda as corrigendum subject to the approval of the Chairperson;
- (e) no business shall be conducted at a meeting of the Board unless at least five of its

members are present;

- (f) in case of a difference of opinion, the decision of the majority shall prevail;
- (g) each member shall have one vote, and if there shall be equality of votes on any question to be decided by the Board, the Chairperson shall have a casting vote;
- (h) when an urgent policy decision has to be taken, and there is no time to call a meeting of the Board or Executive Committee of the Board, the Secretary to the Board shall obtain the order of the Chairperson, who may, if thinks fit, pass orders forthwith on behalf of the Board, but in every such case, the Chairperson's orders shall be placed before the next meeting for confirmation;
- (i) the Chairperson of the board shall approve and endorse the minutes of the Board within fifteen working days after the meeting;

9. Executive Committee of the Board.- (1) In case when a decision pertaining to administrative or financial matters of the Academy, cannot end for the meeting of the Board of Governors, the Executive Committee shall take it up;

(2) The Board of Governors shall notify the Executive Committee which consist of not more five and less than three members.

(3) The Executive Committee shall consist of the following ex-officio members;

- | | | |
|-----|-----------------------|-------------|
| (a) | Board member | Chairperson |
| (b) | Director General | Member |
| (c) | Finance Expert | Member |
| (d) | Human Resource Expert | Member |
| (e) | Program Expert | Member |

10. Powers and Functions of Executive Committee.- The functions of the Executive Committee shall be as following: -

- (a) overseeing the policies and rules of the Academy;
- (b) review strategic plans;
- (c) financial matters of the Academy;

- (d) review annual plans and budget of the Academy;
- (e) service matters of employees of the Academy;
- (f) conflict resolution;
- (g) review of performance reports;
- (h) formulate policies, rules and regulations of the Academy;
- (i) other matters relating to the functions of the Academy as delegated by the Board;

11. Meetings of the Executive Committee.- (1) No meetings shall be held without the presence of the Chairperson or in absence of the Chairperson the vice Chairperson shall preside the meeting;

(2) Meetings of the Executive Committee shall be convened at least quarterly a year or as often as may be necessary under the direction of the Chairperson of the Committee;

(3) The agenda shall be issued to the members not less than one week before the meeting;

(4) No business shall be transacted at a meeting of the Executive Committee unless at least three of its members are present;

(5) When an urgent policy and other decision(s) are taken by the Executive Committee and there is no time to call a meeting of the Board, the same may be implemented after approval of the Chairperson, Board of Governors; however, such cases shall be placed before the next meeting of Board for confirmation;

(6) In case of difference of opinion, the opinion of the majority of members present, shall prevail;

(7) All decisions taken by the Executive Committee shall be reported to the Board of Governors in its forthcoming meeting for approval;

(8) The Chairperson of the Executive Committee shall approve and endorse the minutes of the Executive Committee.

12. Composition of Academic Committee.- The Board of Governors shall notify the Academic Committee consisting of the following: -

- | | | |
|-------|---|-------------------|
| (i) | The Director Academics | Chairperson |
| (ii) | The Deputy Director | Member /Secretary |
| (iii) | Two senior instructors
one Male and Female | Member |
| (iv) | Three technical experts
(training, research, module
/curricula development) | Member |

13. Powers and functions of Academic Committee.- The academic committee shall propose the following functions for approval from the Board: -

- (a) develop quality standards/parameters for training, teaching and research;
- (b) propose criteria for the selection of trainers, researchers and instructors;
- (c) propose academic programs and their budgets;
- (d) review curricula, courses, modules, manuals and training materials etc;

14. Powers and Responsibilities of the Director General.-The Director General with the approval of the Board of Governors shall exercise power to manage the business of the Academy:

-

I. Administration

- a) administration of the Academy
- b) ensure compliance with all policies and rules;
- c) purchase of goods and services;
- d) custodian of all official records, stamps, accounts, inventory and assets;

II. Human Resource

- a) hire resource persons, master trainers, and support staff on a temporary basis to manage the affairs of the Academy;
- b) assign duties to the employees of the Academy;
- c) create/up-grade posts with the concurrence of the Executive Committee and consequent approval of the Board of Governors;
- d) all contracts shall be approved and executed on behalf of and in accordance with any direction of the Board by the Director General or his nominee.

III. Finance

- a) the Director General shall be the Controlling Officer and DDO in respect of the Funds of the Board and the endowment fund;
- b) submit annual budget of the Academy to the Board of Governors;
- c) operate/maintain the accounts of the Academy;
- d) incur miscellaneous contingent expenditures within budgetary provision;
- e) prepare investment plan for endowment fund;
- f) institutional arrangements for investments, pension, gratuity, benevolent or any other financial benefits;

IV. Program

- (a) develop & present a strategic plan for Academy in Academic Committee;
- (b) present annual plans of the Academy;
- (c) determine the details of the courses, research/experimentation;
- (d) present the annual academic plan in the Academic Committee;
- (e) present the annual training calendar in the Academic Committee;
- (f) sign MoUs with universities, research institutes, donors or any other institutes;

V. Monitoring

- a) publish the annual reports;
- b) review performance of the Wings.

15. Funds of the Board.- (1) There shall be a fund to be known as “Board’s Fund” vested in the Board: -

- (a) the funds shall comprise receipts of Grant-in-Aid given by the Federal and Provincial Government, loans obtained from the Government, loans raised by the Board with the special or general sanction of the Board, foreign aid obtained by the Board with the sanction of and on terms & conditions approved by the Provincial Government, other than the Government fund i.e. third party funds other than Government funds: fees (training, library membership and consultancy), contribution cost by local councils, other grants, sales of publications, library membership fee, rents, income from land, consultancy fee and component cost.

- (b) the receipt shall be taken as a reduction of expenditure from the total requirements of the Board's fund for the year and shall be duly reflected in the budget submitted to the Government.
- (2) There shall also be a fund to be known as BRDA endowment fund vested in the Board.
 - (a) the funds shall comprise of receipts of endowment received from Donor(s) and GoB once the BRDA become autonomous and hence seeks endowment to ensure sustainability of its expenses;
 - (b) the interest / profit from the fund shall be utilized to meet any expenditures the Board fund is unable to cater for or does not account for;
- (3) The Board shall decide on the organizational development activities, administrative expenses or technical trainings to be expensed from the profit of the endowment fund.
- (4) the fund may also be used for employee service protection / insurance or for upgrading of BRDA's official structure as approved by the Board.

16. Custody of Funds.- The Board's Fund shall be kept in the scheduled bank(s) preferably having AAA credit rating. The surplus funds over and above the working balances shall be invested in Government Securities/Schemes and returns on investments shall be utilised for Academy.

- 17. Utilization of the Funds.-**
- (1) The Board's Fund shall be utilized by the Board in connection with its functions/activities;
 - (2) Payment from the fund shall be made under the orders of the Board Governors, or Board may delegate powers and threshold to Director General for payment via notification.

PART C. ALLOCATION OF BUSINESS

- 18. Allocation of Business.**
- (1) The Board may constitute new departments or Wings, whereas each department shall have specialized Wings, the subordinate unit, or the subjects allocated to Wing or close or merge one or two Wings.
 - (2) The Academy shall comprise of following Departments, Wings and Units: -

A. Program

- i) Research and Curricula (R&C) Wing;
- ii) Training and Development (T&D) Wing;

B. Operation

- i) Human Resource Management (HRM) Wing;
- ii) Administration and Logistic (A&L) Wing;
- iii) Finance and Accounts (F&A) Wing;

C. Technical Support

- i) Business Development (BD) Wing;
- ii) Monitoring and Evaluation (M&E) Wing;
- iii) Information and Communication Technology (ICT) Unit;

D. Internal Audit Unit to the Board;

19. Functions of the Wings and Units.- (1) Each Wing and Unit shall perform the following functions: -

A. Research and Curricula (R&C) Wing. The Research and Curricula Wing shall directly report to the Director Program. It shall be responsible for: -

- i) prepare annual research plan;
- ii) conduct action research projects in disciplines of new public management, economics, rural-urban development, human development, community education, good governance and any other relevant discipline independently or in collaboration with universities or research institutes;
- iii) publish case studies in disciplines of new public management, economics, rural-urban development, good governance and any other relevant discipline;
- iv) prepare and conduct training need assessment;
- v) develop new training programs;
- vi) develop course curriculum, training modules. manuals, handouts, presentations or any other material as per guidelines of the academic committee;
- vii) prepare seminars. symposiums. workshops and conferences in disciplines

of new public management, economics, rural-urban development, human development, community education, good governance and any other relevant discipline;

- viii) supervise, monitor and update the library;
- ix) any other business allocated by the Board, Director General, or Directors from time to time.

B. Training and Development (T&D) Wing. The Training and Development Wing shall directly report to the Director Program. It shall be responsible for-

- i) develop training programs tailored to mandatory functions of local councils; government functions, organization development, rural-urban development or any other relevant subject in consultation with R&C Wing;
- ii) prepare annual training plans;
- iii) design training methodologies for training programs;
- iv) prepare annual training calendar;
- v) conduct trainings;
- vi) prepare and publish training reports;
- vii) prepare capacity-building programs for employees of the Academy;
- viii) any other business allocated by the Board, Director General, or Directors from time to time.

C. Human Resource Management (HRM) Wing. The Human Resource Management (HRM) Wing which shall directly report to the Director Operations. It shall be responsible for: -

- i) implement Human Resource policy;
- ii) develop, maintain and update human resource MIS;
- iii) prepare succession and HR plans;
- iv) execute the recruitment and selection process;
- v) prepare and implement employee's annual capacity development plan;
- vi) prepare contracts/agreements and negotiations for the hiring of the employee; technical experts, consultant, trainers, resource persons or any other expertise in consultation with DG and Finance Wing;
- vii) create a pool of international and national policy experts, faculty, scholars

and practitioners for training in disciplines of new public management, economics, rural-urban development, good governance and any other relevant discipline;

- viii) manage attendance and leave records;
- ix) prepare and maintain personal files of all employees, consultants, and resource persons;
- x) prepare induction training for the recruits, orientation about their job, understand the Academy's Rules of Business and any other matters;
- xi) conduct performance appraisals of all employees, including resource persons and consultants;
- xii) prepare annual recreational events for employees;
- xiii) any other business allocated by the Board, Director General or Directors from time to time;

D. Administration and Logistic (A&L) Wing. The Administration and Logistic Wing shall directly report to the Director Operations. It shall be responsible for-

- i) implement administration policy;
- ii) logistic management;
- iii) maintain and ensure effective and efficient management of the following services: -
 - a. training halls;
 - b. transport;
 - c. hostel;
 - d. residents
 - e. mess;
 - f. computer lab;
 - g. internet;
 - h. telephone exchange;
 - i. library;
 - j. security;
 - k. cafeteria;
 - l. any other services

- iv) manage inventory;
- v) procure goods, works and services;
- vi) vendor management;
- vii) any other business allocated by the Board, Director General, or Directors from time to time.

E. Finance and Accounts (F&A) Wing. The Finance & Accounts Wing, shall directly report to the Director Operations. It shall be responsible for-

- i) implement finance and accounts policy;
- ii) implement software based financial procedure and methods of accounting;
- iii) establish and operate BRDA's Fund accounts;
- iv) prepare an annual budget in consultation with all Wings;
- v) prepare and share annual/quarterly financial analysis reports;
- vi) prepare bank reconciliation report;
- vii) prepare financial resources and investments plan in consultant with BD Wing for revenue-generating;
- viii) scrutiny of financial and economic aspects of projects. contracts or tenders;
- ix) review of agreements. contracts or instruments creating financial liability for the BRDA;
- x) any other business allocated by the Board, Director General, or Director from time to time;

F. Business Development (BD) Wing. The Business Development Wing shall directly report to the Director General. It shall be responsible for-

- i) prepare stakeholder engagement plan;
- ii) develop annual business plans;
- iii) build strategic partnership with public and private organizations;
- iv) prepare strategies for advisory and consultancy services in field of trainings, research, knowledge products and any other services;
- v) prepare and implement social mobilization programs in collaboration with local councils, community institutions or any other stakeholders

- vi) coordinate and prepare MoUs with universities and research institutes for training programs/studies/exchange programs or any other program related to;
- vii) any other business allocated by the Board, Director General, or Directors from time to time;

G. Monitoring and Evaluation (M&E) Wing. The Monitoring & Evaluation Wing (M&E), shall directly report to the Director General. It shall be responsible for: -

- i) prepare and implement M&E result based management systems;
- ii) prepare academic annual M&E plan;
- iii) prepare annual/quarterly/monthly monitoring reports;
- iv) monitor, review and update Management Information System (MIS);
- v) monitor all trainings;
- vi) prepare and conduct the annual and midterm evaluation of training programs;
- vii) publish M&E reports;
- viii) conduct monthly and quarterly performance review meetings of Academic Wings;
- ix) prepare annual academic progress reports in consultation with all the Wings;
- x) conduct training officers and officials on M&E systems;
- xi) any other business allocated by the Board, Director General, or Directors from time to time;

H. Information and Communication Technology (ICT) Unit. There shall be ICT unit shall directly report to the Deputy Director M&E. It shall perform the following function: -

- i) implement ICT SOPs;
- ii) ensure continuous engagement and liaison with all Head of the Wings, Committees' Head and staff for the adequate and timely provision of IT solutions and services;
- iii) develop, update and maintain the BRDA's Management Information

System (MIS);

- iv) develop, update and maintain databases;
- v) oversee data storage assist in backup, recovery of digital assets;
- vi) renew licenses and other legal documents;
- vii) upgrade software tailored to the need of Wings;
- viii) create work logs;
- ix) assess, update, install, and maintain the new software or hardware;
- x) design and compose of all reports and promotional materials;
- xi) organize and equip staff to effectively respond to information security incidents on time and take immediate corrective / remedial actions;
- xii) advice and option to Director General to optimize and improve IT infrastructure to ensure the efficient functioning of IT Systems.
- xiii) develop, update and maintain Academy's website;
- xiv) create, update and monitor the social media accounts of the Academy;
- xv) arranging media coverage for events;
- xvi) prepare and publish promotional materials;
- xvii) any other business allocated by the Board, Director General, or Directors from time to time;

I. Internal Audit Unit. There shall be internal audit unit which shall directly report to the Chairperson of the Board. It shall perform the following function: -

- i) prepare procedures for compliance management;
- ii) paper annual/quarterly audit plan;
- iii) paper check list for each Wing before audit exercise;
- iv) conduct internal audit of operation wings;
- v) conduct of internal audit of programs;
- vi) capacity building of staff on audit functions;
- vii) prepare audit reports and presentation to BoG.

(2) No Wing shall, without prior approval of the Chairperson of the Board and prior consultation with the Finance Department, Government of Balochistan authorise any order, other

than orders in pursuance of any general or special delegation made by the Board which directly or indirectly affects the finances of the Academy or which particularly involve:

- (a) the creating of posts, their up-grading or change in terms and conditions of service;
- (b) relinquishment, remission or assignment of revenue, actual or potential, or grant of guarantee against it;
- (c) expenditure for which no provision exists in the budget;
- (d) re-appropriation from the budget;
- (e) alteration in financial procedure or the method of compilation of accounts or the budget estimates;
- (f) incurring expenditure above the stipulated expenditure on an activity;

20. Organization and Reporting of the Wings. (1) The Director General shall group each Wing under the supervision of the Director or Deputy Director as the case may be; such Director or Deputy Director shall, by standing orders, specify the work of each Wing among the offices of the Wings; such order may specify the cases or class of cases which may be disposed of by an office subordinate to the Director or Deputy Director, as the case may be.

(2) The Director or Deputy Director, as the case may be, shall be responsible for the efficient administration and discipline and the proper conduct of business allocated to the Wing in his charge.

21. Orders and instruments /agreements and contracts.- (1) All executive actions of the BRDA shall be expressed to be taken in the name of the Balochistan Rural Development Academy;

(2) When an agreement, contract or instrument is prepared, it may be placed before the Director General which shall review the draft and ensure its proper wording before it is placed to the Chairperson of the Board.

(3) All agreements, contracts and instruments shall be signed by Director General, as the case may be, on behalf of the Chairperson of the Board after having been approved by the Board.

PART D. CONSULTATION AMONG THE WINGS

22. Consultation among the Wings. - (1) When the subject of a case concerns more than one Wing, the initiating Wing shall consult and keep abreast the other Wing or Wings concerned.

(2) The Chairperson of the Board or Director General as the case may be requisition any case from any Wing and pass orders as deemed fit for its expeditious disposal.

23. Business of each Wing.- (1) The Director or Deputy Director, as the case may be responsible for the Wing, shall, from time to time, keep the Director General apprised of the working of the Wing.

(2) All orders or instructions shall be in writing and where verbal orders are given, they shall be reduced to writing by the officer receiving it as soon as possible.

(3) All the orders and correspondences shall be approved by the Director General or any person nominated by him.

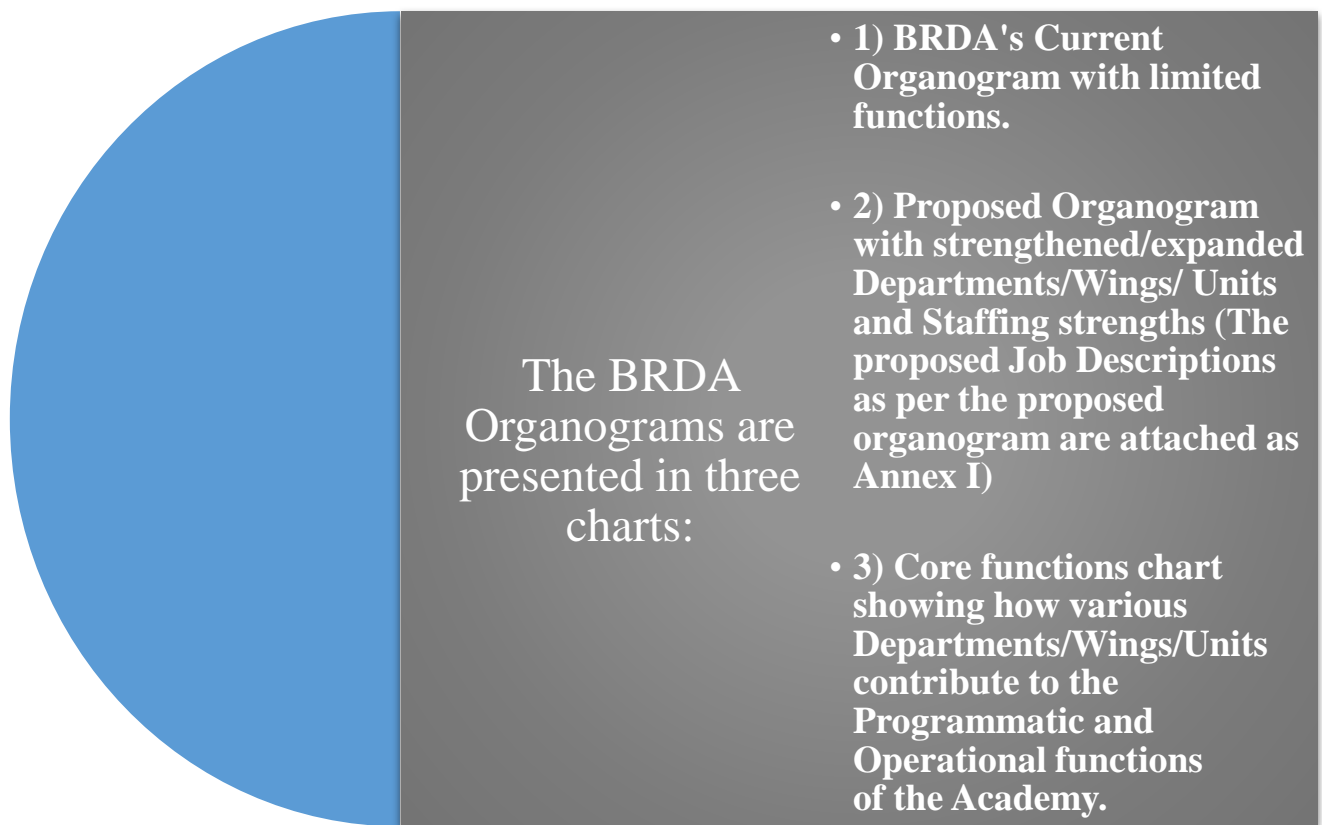
(4) All the heads of the Wing shall be responsible for maintaining the files and records.

(5) All the subordinate staff shall be reporting to their head of the Wing, and no direct coordination shall be made without prior approval.

(6) All the heads shall be responsible for the performance and work delegation.

24. Amenments in these Rules.- Powers to amend these rules shall be vest with the Chief Minister Balochistan with the prior recomentations of the Board

Proposed Organogram of BRDA

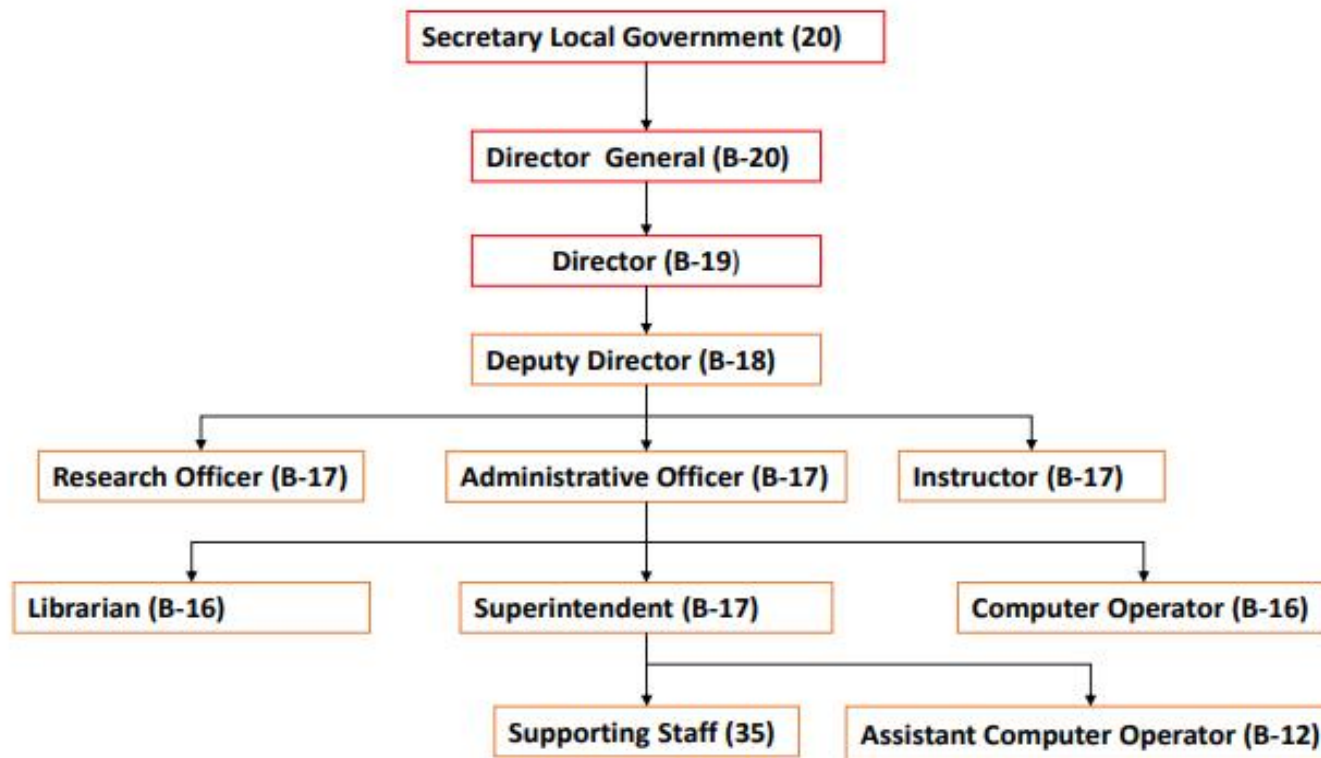


When comparing Chart 1 with charts 2 and 3 it becomes clear which Functions, Departments/ Wings/ Units need to be strengthened.

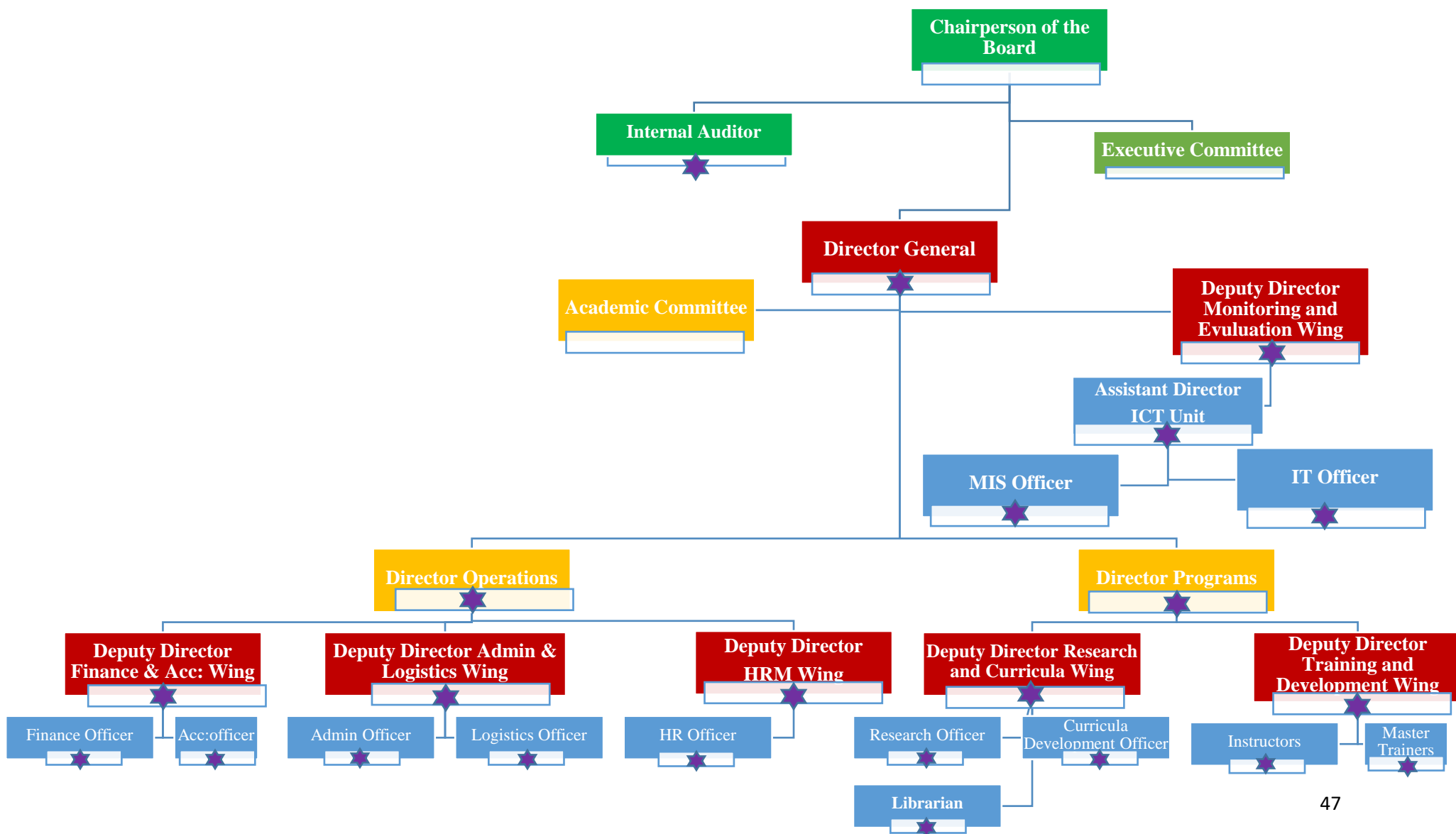
BRDA Organogram

showing chain of command and limited functions with staffing

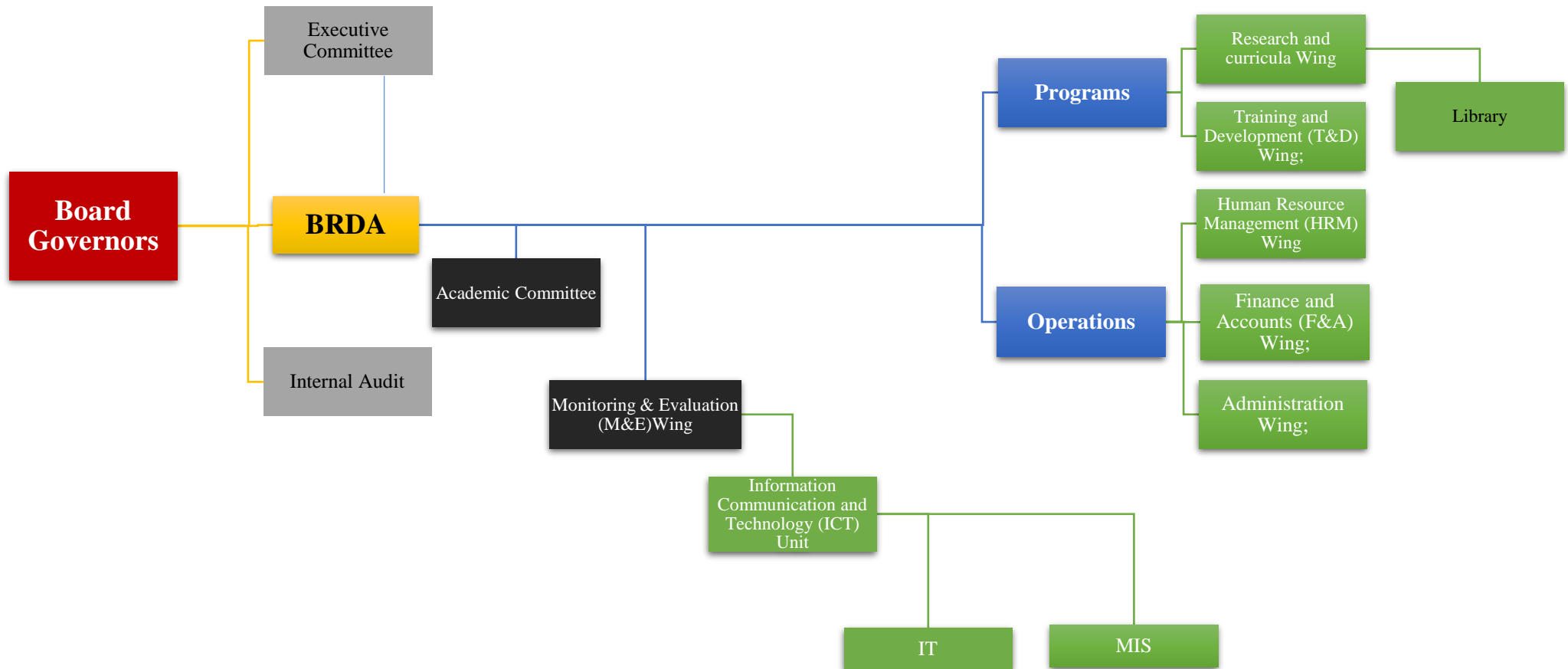
ORGANIZATIONAL CHART OF BRDA



BRDA proposed Organogram with strengthened/expanded Departments/Wings/Units and Staffing strengths.
NEW Job descriptions are provided for functions marked ★



BRDA proposed Core Functions Chart showing how various Departments/Wings/Units contribute to the Programmatic and Operations functions of the BRDA:



6

Recommendations Way forward

Based on analysis and findings, the following recommendations and wary forward are proposed for BRDA RoBs and its procedures as follows: -

1. The RoB Assignment resulted in a crucial conclusion. In the discussions with the Secretary LGRDD it was concluded that prior to Notifying the upgraded BRDA RoB it will be required to upgrade the Institutional status of the BRDA, and it was decided that this would be done through an Act, to establish the BRDA as an Authority. This institutional Authority status will allow the BRDA to exercise the proposed RoB and enhanced core function.
2. To formulate the BRDA ACT it will be required that the BRDA RoB are finalized and fine-tuned, as this will guide the LGRDD how the frame and word the Enactment document and the RoB are to be finalized taking in account the following decisions:
 - a. Frame RoBs proposed governance structure rules by establishing the Board, power and functions of the Board, Executive Committee, Academic Committee, and Wings composition that need to aligned with BRDA Act.
 - b. Addressing the concerns of the existing employees in the BRDA Act by adding a section stating ***the current employee shall continue to be governed by the Government Civil Service Rules or choice to opt new pay scale structure of BRDA.***
 - c. Policy for ***“mandatory training approach”*** for the Local Council members, Community institutions members, pre-service and pre-promotion training for Local Government Staff and other departments and linking with their performance.
 - d. BRDA to be the focal point as having “Think and Do” approach in rural management, new public management, research and community development.
 1. Conduct research for development projects of Local Government.
 2. Advisory role for the Local Council & Community Institutions, and other stakeholders.
3. Develop and implement a strategic plan to enhance the capacity of its employees and of the proposed functions of the BRDA as per the RoB. The plan also caters a road map for the Academy as becoming the “Centre of Excellence”.
4. Prepare viable system and feasibility for revenue generation and management for the financial sustainability of the Academy.

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Annexures

1. **Notification from the Local Government and Rural Development Department for the endorsement of the BRDA ROB Report**
2. **The proposed Job Descriptions of BRDA staff in line with the proposed organogram**
3. **ToR BRDA ID/RoB Assignment**
4. **List of documents consulted**
5. **3-List of persons met**
6. **Work plan of the Assignment**
7. **Back to Office Report.**
8. **Semi Structured Questionnaires(s) and Consolidated Responses of Meetings**
9. **Pictorial with Captions**

Annex 1: Notification from the Local Government and Rural Development Department for the endorsement of the BRDA ROB Report



“Our Faith Corruption Free Pakistan”
No.2-1032/2020(BLGB) A.O (B&A)/ 1246/47
GOVERNMENT OF BALOCHISTAN
LOCAL GOVERNMENT RURAL DEVELOPMENT
AND AGROVILLES DEPARTMENT
(Balochistan Local Government Board)
Dated: Quetta, the 13th February, 2023

To,


Mr. Peter Richard Portier,
Team Leader,
BRACE TA/ DAI, Project.

Subject: **Endorsement of the BRDA Rules of Business (RoB) Report Facilitated by BRACE TA**

The undersigned is directed to refer to the subject noted above and to state that the LGRD Department acknowledges the support of BRACE TA / EU extended for the development of the BRDA Rules of Business which was initiated in September 2022 on the request of this Department and successfully completed in January 2023.

2. The GoB Local Government and Rural Development (LGRD) Department reviewed the draft RoB of BRDA, found them aligned with the TORs of the assignment and the LGRD department endorses the final BRDA Rules of Business.

3. The LGRD proposes that following the development of the BRDA RoB, the institutional status of BRDA is required to be upgraded to bring it to the level of autonomous institution through an Act of Parliament. Therefore, the LGRD Department request the BRACE TA / DAI to extend support for drafting a separate bill (to be adopted as an Act) for the autonomous status of BRDA so that it may be brought to the level of Centre of Excellence.


(GUL MUHAMMAD MENGAL)
DIRECTOR (P&F)
Balochistan Local Government Board
13/02/2023

Copy to the:

1. PS to Secretary, Local Government & Rural Development Department.
2. Master File.

Annex 2: The Proposed Job Descriptions of BRDA staff in line with the proposed organogram

According to the capacity need assessment report of the BRDA and the findings of the BRDA Rules of Business Assignment, the BRDA needs to expand its current human resource and then bring clarity and segregation of duties over the expanded human resource in order to materialize organizational strengthening of the BRDA with the focus that the BRDA initiates delivering the expected outputs after the expansion of its scope and mandate. Therefore, an important output of the BRDA ROB assignment is to prepare the first complete draft of Job-Descriptions of these key staff positions that should be fully aligned with the new / proposed and upgraded BRDA RoB/Core Functions and organogram; which are detailed below:

Post / Position	Job Descriptions
Director General	<ul style="list-style-type: none"> • Administration of the Academy • Ensure compliance with all policies and rules of the Academy • Finalize and approve the purchase of goods and services for the academy • Custodian of all official records, stamps, accounts, inventory and assets • Ensure that the required human, physical, material and financial resources are at the disposal of the academy for cost and time effectiveness • Create/up-grade posts with the concurrence of the Executive Committee and consequent approval of the Board of Governors • Approve and execute contracts on behalf of and in accordance with any direction of the Board • Control and manage the Funds of the academy • Present annual plans of the Academy • Submit annual budget of the Academy to the Board of Governors • Operate/maintain the accounts of the Academy • Incur miscellaneous contingent expenditures within budgetary provision • Prepare investment plan for endowment fund • Develop & present a five-strategic plan for Academy (or suggest changes) for approval from the board • Determine the details of the courses, research/experimentation • Present the annual academic plan in committee • Present annual training calendar in committee • Sign MoUs with universities, research institutes, donors or any other institutes;

	<ul style="list-style-type: none"> • Finalize the annual reports of the academy • Review performance of the Wings of the academy • Any other task assigned by BOD
Director Operations	<ul style="list-style-type: none"> • Create, coordinate, and evaluate the financial management system and supporting information systems to include budgeting, tax planning, funds management and conservation of assets. • Ensure compliance of the academy with all the relevant operational and administrative / financial laws. • Oversee the approval and processing of receipt of funds, expenditure, disbursement, and investment of funds, accounts payable and receivable functions. • Ensure financial statements, and financial reports are prepared • Establish and maintain appropriate internal control safeguards. • Ensure that the records systems are maintained in accordance with generally accepted accounting standards. • Develop and direct the implementation of strategic business and/or operational plans, projects, programs, and systems. • Assist in obtaining/renewing the necessary licenses and insurance required for running the smooth operations of the company. • Analyze cash flow, cost controls, and expenses to guide the management. • Analyze financial statements to pinpoint potential weak areas. • Establish and implement short- and long-range goals, objectives, policies, and operating procedures. • Serve on planning and policy-making committees. • Ensure activities such as job design, recruitment, employee relations, and performance management are prepared and applied in its true letter and spirit • Ensure efficient fleet management • Ensure that all training facilities and resources are up to date • Other duties as assigned.

Director Program	<ul style="list-style-type: none"> • Oversee all activities related to the Training, Research and Curricula development. • Direct and supervise Training programs and ensuring discipline/smooth implementation of the Training program • Prepare stakeholder engagement plan • Arrange support for action research projects • Develop liaison with national and international research institutes • Ensure the international standards in curriculum development • Develop liaison with provincial government departments for trainings, research and development programs • Draft MOUs • Any other task assigned
Dy: Director Training and Development	<ul style="list-style-type: none"> • Plan annual trainings • Develop annual training calendar • Administers spending against each training program • Ensure multiple training methodologies are present for each training programs • Ensure training / module evaluations • Ensure trainings are conducted properly • Publish training reports; • Prepare capacity-building programs for employees of the Academy; • any other task assigned

Dy: Director Research and Curricula	<ul style="list-style-type: none"> • Ensure annual research plan is developed and followed • Ensure action research projects are developed and followed in disciplines of new public management, economics, rural-urban development, human development, community education, good governance and any other relevant discipline independently or in collaboration with universities or research institutes • Publish case studies in disciplines of new public management, economics, rural-urban development, good governance and any other relevant discipline • Prepare and conduct training need assessment; and develop new training programs • Ensure course curriculum, training modules, manuals, handouts, presentations and other materials are developed for training program • Conduct seminars, symposiums, workshops and conferences in disciplines of new public management, economics, rural-urban development, human development, community education, good governance and any other relevant discipline • Oversee the library to ensure cleanliness, order, and protection of the library's resources • Prepare training and module evaluations and conduct the evaluations before and after the trainings are disseminated • Conduct regular audits of library resources • Develop proposal to update library • Any other task assigned
Dy: Director Finance and Accounts	<ul style="list-style-type: none"> • Implement finance and accounts policy • Implement software based financial procedure and methods of accounting • Establish and operate BRDA's Fund accounts • Prepare an annual budget in consultation with all Wings • Share annual/quarterly financial analysis reports • Prepare bank reconciliation report • Prepare financial resources and investments plan in consultant with BD Wing for revenue-generating

	<ul style="list-style-type: none"> • Scrutiny of financial and economic aspects of projects. contracts or tenders • Review of agreements. contracts or instruments creating financial liability for the BRDA
Dy: Director Human Resource Management	<ul style="list-style-type: none"> • Implement Human Resource policy • Oversight Human resource MIS • Review succession and HR Plans • Administer the recruitment and selection process • Prepare employee's annual capacity development plan • Prepare contracts/agreements and negotiations for the hiring of the employee; technical experts, consultant, trainers, resource persons or any other expertise in consultation with DG and Finance Wing • Create a pool of international and national policy experts, faculty, scholars and practitioners for training in disciplines of new public management, economics, rural-urban development, good governance and any other relevant discipline • Ensure attendance and leave records • Ensure personal files of all employees, consultants, and resource persons are managed • Prepare induction training for the recruits, orientation about their job, understand the Academy's Rules of Business and any other matters • Conduct performance appraisals of all employees, including resource persons and consultants • Conduct annual recreational events for employees • Monitor and control the workplace dispute • Any additional task

<p>Dy: Director</p> <p>Administration and Logistic</p>	<ul style="list-style-type: none"> • Implement administration policy • Ensure logistics are properly managed • Ensure effective and efficient management of the following services: training halls; transport; hostel; residents; mess; computer lab; internet; telephone exchange; security; and cafeteria • Procure goods, works and services • Vendor management • Supervise Admin and logistic staff • Ensure that inventory is properly tagged • Examine inventory register/database whenever there is a new purchase, asset movement, asset issuance, receiving and disposal • Verify record of asset disposal i.e. auction, donation, destruction write-off etc. • Establish a check-out/check-in system for property items that are used by multiple employees (for example, cameras, laptops etc. • Establish and maintain practices for the maintenance of equipment to include preventive maintenance and corrective repair to ensure that equipment is kept in good working condition • Establish security precautions to discourage loss and theft of items • Supervise maintenance of generators and vehicles as per schedule • Ensure repairs are carried out in an effective and timely manner in coordination with technical staff and outsourced company • Ensure that all assets and properties are covered against losses/damages • Reconcile the list of assets and property on a quarterly basis against the records • Conduct annual physical inventory check • Ensure overall office maintenance, including electronics, furniture and fixtures • Ensure that all utility bills are deposited within due date • Review, negotiate and authorize all service contracts • Any other task assigned
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Dy: Director Monitoring and Evaluation	<ul style="list-style-type: none"> • Prepare and implement M&E result based management systems • Prepare academic annual M&E plan • Prepare annual/quarterly/monthly monitoring reports • Monitor, review and update Management Information System (MIS) • Monitor all trainings • Prepare and conduct the annual and midterm evaluation of training programs • Publish M&E reports • Conduct monthly and quarterly performance review meetings of Academic Wings • Prepare annual academic progress reports in consultation with all the Wings • Conduct training officers and officials on M&E systems
Internal Auditor	<ul style="list-style-type: none"> • Prepare Annual Work Plan of Internal Audit section • Prepare procedures for compliance management • Prepare annual/quarterly audit plan • Prepare check list for each Wing before audit exercise • Conduct and prepare report on internal audit of operation wings • Conduct and prepare report on internal audit of programs • Schedule training on capacity building of staff on audit functions • Prepare audit reports and presentation to BoD • Ensure that accepted audit principles and policies are followed • Evaluate the adequacy and effectiveness of internal accounting • Procedures and operating systems and controls • Make recommendations to resolve audit findings requiring corrective action • Prepare follow up report against internal audit of operation and program activities • Pre-Audit of financial transactions • Prepare SOPs against different financial tasks assigned by Director General / Board of Directors • Facilitate external auditors/ Donors

	<ul style="list-style-type: none"> • Abetment as a facilitator in carrying out inquiries/investigations assigned by Board of Directors • Any other task assigned
Instructor	<ul style="list-style-type: none"> • Schedule trainings/workshops as per plan • Follow and implement training materials (handouts, manuals, presentations etc.) utilizing a variety of media for each training mention in annual training plan • Follow and implement multiple methodologies for training program • Prepare training reports • Maintaining attendance records during training sessions to ensure that all trainees attend • Strictly follow training SOPs • Any other task assigned
Master Trainer	<ul style="list-style-type: none"> • Organize and conduct trainings according to annual training plan • Design and disseminate annual training calendar • Prepare the budget for each training programs • Develop multiple training methodologies for training programs • Evaluate each training session to assess learner comprehension of the material covered and identify any areas for improvement • Prepare model lessons and hand-outs for each training • Facilitate instructors in Preparing/designing the training materials • Organize workshops • Provide feedback on the relevance and usefulness of training modules and resource materials • Support and work collaboratively with instructors to ensure quality • Work with instructors to ensure that training and other support activities have high standards and as per the work plan • Available in the trainings session to ensure trainers are supported, training is relevant, needs based and well organized, good training methods implemented and trainees are satisfied • Any other task assigned

Research Officer	<ul style="list-style-type: none"> • Prepare annual research plan • conduct and publish action research projects in disciplines of new public management, economics, rural-urban development, human development, community education, good governance and any other relevant discipline independently or in collaboration with universities or research institutes • Prepare and publish case studies in disciplines of new public management, economics, rural-urban development, good governance and any other relevant discipline; • Prepare and generate resources for concept notes and proposals; • Conduct seminars. symposiums. workshops and conferences • Any other task assigned
Curricula Development Officer	<ul style="list-style-type: none"> • Conduct training need assessment • Develop curricula for training programs • Develop course curriculum, training modules. Manuals, handouts, presentations or any other material as per guidelines of the academic committee • Any other task assigned
Librarian	<ul style="list-style-type: none"> • Collecting and cataloging library resources • Organize library inventory (e.g. with books, collections, periodicals, multimedia, etc.) • Maintain library records and ensuring they are up to date • Propose ways to improve library • Maintain the check-out process for books and other resource materials • Manage library budgeting and billing for new equipment • Help people locate reading and references materials • Educating people on how to properly search for information using the library databases • Supervise library assistants and other staff • Organizing and hosting book sales, author signings, and other reading events • Display the code of conducts regarding the use of library amenities and providing information about library policies

Finance Officer	<ul style="list-style-type: none"> • Assist in overseeing and implementing the financial policies and Procedures • Prepare financial analysis reports as directed by Dy: Director F&A • Interface, Liaison and Coordinate with external auditors, lawyers and corporate consultants • Assist in analyzing cash flow, cost controls, and expenses • Manage vendor payments • Carry out tax related tasks, deposits, exemptions and timely inform supervisors of any important pendency in the taxation matters • Coordination of the disbursement of funds as may be ordered • Manage the collection of funds • Assist in Management of the Investment activity of the funds • Any other task
Accounts Officer	<ul style="list-style-type: none"> • Assist in overseeing and management of accounting activities for adequate and correct books and records of account for the BRDA • Receipt of all dues and payable from any source • Manage the banking affairs • To Deposit cash and valuables • Responsible for posting authorized accounting entries in the bookkeeping system • Carry out banking matters (deposits, bank statements, bank reconciliations, delivery of correspondence to banks etc.) • Responsible for cheque stock inventory & safekeeping of same. • Prepare tax deposit cases and file periodic mandatory tax returns and statements under the intimation of the supervisor • Any other task assigned
Human Resource Officer	<ul style="list-style-type: none"> • Assist in implementation of Human Resource Policy • Maintain and update human resource MIS • Prepare succession and HR Plans • Execute the recruitment and selection process • Implement employee's annual capacity development plan • Assist in creating contracts/agreements and negotiations for the hiring of the employee; technical experts, consultant, trainers, resource persons or

	<p>any other expertise</p> <ul style="list-style-type: none"> • Coordinate, prepare and update a list of international and national policy experts, faculty, scholars and practitioners for training in disciplines of new public management, economics, rural-urban development, good governance and any other relevant discipline • Maintain attendance and leave records • Prepare and maintain personal files of all employees, consultants, and resource persons • Coordinate and schedule induction training programs with T&D and R&C Wings • Assist in performance appraisals • Organize annual recreational events for employees • Prepare monthly payroll sheet • Display the code of conducts at workplace • Any other task assigned
Administration Officer	<ul style="list-style-type: none"> • Assist in implementation of administration policy • Assist in arrangements for meal, training halls, security, computer lab, hostels and internet with the concerned department for the workshops/trainings, seminars, exhibitions, internal pre-announced meetings etc. • Maintain and handle complaints about services from Residential area • Tag inventory and update the asset/inventory record according to the policies and procedures outlined in the Administration Manual • Record entry in inventory register/database whenever there is a new purchase, asset movement, asset issuance, receiving and disposal • Update record of asset disposal i.e. auction, donation, destruction write-off etc. • Record entry into a check-out/check-in system for property items that are used by multiple employees (for example, cameras, laptops etc. • Implement practices for the maintenance of equipment to include preventive maintenance and corrective repair to ensure that equipment is kept in good working condition • Implement security SOPs to discourage loss and theft of items

	<ul style="list-style-type: none"> • Thoroughly check items like generators/gas heaters/ovens/any other electronic goods • Prepare a list of assets and property on a quarterly basis against the records • Perform an annual physical inventory check and submit a comprehensive report • Keep record of warranties and plan maintenance accordingly • Look after office maintenance, including electronics, furniture and fixtures • Deposit all utility bills within due date and prepare a quarterly utility and communications report • Draft all type of letters • Any other task assigned
Logistic Officer	<ul style="list-style-type: none"> • Assist in implementation of administration policy • Update fortnightly record of petrol consumption • Supervise the fleet ensuring that the drivers are assigned to maintain official vehicles maintenance, and log sheets are correctly filled, and completed • arrange reservations, travel, boarding, and lodging and facilitate visa acquisition for official visits outside the country for trainers/experts/employees/staff/consultants • Assist in transport facilities with the concerned department for the workshops/ trainings, seminars, exhibitions, internal pre-announced meetings • Thoroughly examine vehicles as per schedule • Ensure repairs of vehicle are carried out in an effective and timely manner • Assist in developing and implementing SOPs for procedures related to logistics • Supervise the fleet ensuring that the drivers are assigned to maintain official vehicles maintenance, and log sheets are correctly filled, and completed • Produce vehicle consumption and maintenance report on a periodic basis • Arrange transport services for movement of employees, external trainers and trainees, and goods • Any other task assigned

Assistant Director ICT	<ul style="list-style-type: none"> • Implement ICT SOPs • Ensure continuous engagement and liaison with all Head of the Wings, Committees' Head and staff for the adequate and timely provision of IT solutions and services • Develop and update the BRDA's Management Information System (MIS) • Develop databases • Oversee data storage assist in backup, recovery of digital assets • Renew licenses and other legal documents • Upgrade software tailored to the need of Wings • Create work logs • Provide services for software and hardware to all wings • Design, compose and publish of all reports and promotional materials • Organize and equip staff to effectively respond to information security incidents on time and take immediate corrective / remedial actions • Advice and option to Director General to optimize and improve IT infrastructure to ensure the efficient functioning of IT Systems • Ensure academy's website is properly updated • Monitor social media accounts • Arranging media coverage for events; • Any other task assigned
MIS Officer	<ul style="list-style-type: none"> • Assist in implementation of ICT SOPs • Maintain and update dashboard and databases • Maintain BRDA's MIS • Update and inform about requirements for renew licenses and other legal document • Prepare reports and promotional materials • Develop, update and maintain Academy's website • Create and update the social media accounts of the Academy • Any other task assigned
IT Officer	<ul style="list-style-type: none"> • Provide IT solution and services • Develop, update and maintain digital assets • Assess, update, install, and maintain the software or hardware

	<ul style="list-style-type: none"> • Respond to information security incidents on time and take immediate corrective / remedial actions • Maintain work logs • Any other task assigned
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Annex 3: ToR BRDA ID/ROB Assignment

Terms of Reference (ToR) Senior Non-Key Expert (SNKE) **“BRDA Institutional Development(ID)/Rules of Business (RoB)** **Assignment”**

Basic Data

Position - Contract	Short terms Senior Non-Key Expert (SNKE)
Position - Work Plan	BRDA ID/RoB Expert
Base of Operation - Contract	Quetta, Balochistan Province
Start/End of Assignment	20 th September – 30 th November 2022
Number of Working Days	30 days

Background

THE BRACE PROGRAMME: The overall objective of the EU funded Balochistan Rural Development and Community Empowerment (BRACE) Programme (2017-2022), of which the DAI service contract is a part, was to support the Government of Balochistan (GoB) in reducing the negative impact of economic deprivation, poverty and social inequality, environmental degradation and climate change, and to turn this into opportunities to build and empower resilient communities participating actively in identifying and implementing socio-economic development activities on a sustainable basis in partnership with local authorities.

THE BRACE TA COMPONENT AND THE NCE YEAR: The BRACE Programme (2017-2022) Technical Assistance (TA) Project is one Component of the BRACE Programme, with the other components implemented by BRSP, NRSP, and RSPN. The purpose of the BRACE TA Component/Project (2017-2022) was to enable the GoB to foster an enabling Policy 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, to be captured in an innovative and institutionally transformative GoB Community-Led Local Governance (CLLG) Policy. As at June 2022 there have been delays in the TA Project Implementation and a NCE Year (July 2022-June 2023) was agreed with the GoB and the EUD to Consolidate the TA Deliverables. and schedules the Deployment of Key and Non-Key experts to Consolidate and Institutionalize the TA Deliverables in the GoB Systems

THE GOB COMMUNITY-LED LOCAL GOVERNANCE (CLLG) POLICY: The GoB Community-Led LG Policy is a key TA deliverable and is to enable the Government of Balochistan to strategically approach and sustain community-led development and community empowerment by developing and implementing an innovative strategic CLLG policy framework that shall ultimately pave the way for adopting a possible Sector-wide Approach with a GoB-driven LG Sector policy dialogue, which may serve as the main GoB reference for the Development Partners' coordination and alignment in Balochistan, with possible DP Sector Budget Support.

CAPACITY-BUILDING REQUIRED AND ROLE OF THE BRDA: For all relevant Stakeholders, Government and Non-Government, to be able to implement the innovative and transformative GoB CLLG Policy, it will be required to build the capacity, to enable them to

implement the innovative CLLG Policy. The BRDA, has been earmarked to provide this type of Capacity-building. For the BRDA, to be able to provide this CLLG Policy CB Training, it needs to be strengthened and the TA has worked out with the BRDA a BRDA Capacity-building Plan. The first task in the BRDA Capacity-building plan is to formulate proper Rules of Business (RoB) for the BRDA.

THE SNKE SHORT-TERM BRDA ID/ROB ASSIGNMENT: In the TA NCE-Year, a short-term SNKE BRDA Institutional Development and Rules of Business (ID/RoB) Expert is to be identified and deployed, as part of the TA Result Areas 3 and 4, to formulate the BRDA Rules of Business that (a) clarify and strengthen the formal Mandate towards a more autonomous BRDA and (b) provide clear Guidelines with clear Criteria on how to strengthen the core-functions of the Balochistan Rural Development Academy (BRDA)

Scope of the BRDA ID/ROB Assignment

The start point is the BRDA Capacity Needs Assessment Report and the BRDA Capacity Building Plan.

As a first step of the BRDA Capacity-building Plan, the BRDA is required to formulate and then formally adopt its Rules of Business, which are to (a) clarify and strengthen the formal BRDA Mandate towards a more autonomous BRDA and (b) provide clear Guidelines with clear Criteria to strengthen the core-functions of the Balochistan Rural Development Academy (BRDA).

The following points clarify the scope of the BRDA ID/ROB Assignment:

- ❖ The BRDA ROB should (a) clarify the BRDA institutional positioning vis-a-vis the other relevant Government and Stakeholder Organizations, and regulate BRDA's alignment with these other stakeholders/Organizations, that are to implement the new innovative GoB CLLG Policy, and (b) clarify a Mandate of the BRDA, under which the BRDA will become more autonomous, aligned with the prevailing GoB Finance Department, Financial Regulations, and the P&DD Development Planning Manual Guidelines.
- ❖ The BRDA ROB should contain guidelines that clarify how the BRDA can develop and maintain its Staffing, and its Operations and Investment/Development Budgets, compatible with the level of services the BRDA is to provide, and the target groups it is supposed to reach, including ROB Guidelines that promote flexible resourcing approaches to develop, manage and monitor the CLLG/ID/CB training interventions, by drawing on a "BRDA Pool of Master-Trainers and an External-Experts Pool" as a cost-effective and flexible solution that will allow the BRDA to provide flexible responses to new emerging training needs, in line with the BRDA RoB, the autonomous position of the BRDA and the available BRDA Resources and Budgets.
- ❖ The BRDA ROB should contain guidelines that facilitate the structuring of a transparent and streamlined Institutional and organizational set-up of the BRDA, that can then be captured in a clear BRDA Organizational Chart, that should also clarify the key-staff positions/designations for each BRDA Core Function. The BRDA ID/ROB Assignment will prepare the first complete draft of Job-Descriptions of these key staff positions, also demonstrating how these Job Descriptions are fully aligned with the (new upgrades) BRDA RoB/Core Functions.

- ❖ The BRDA RoB should aim at the BRDA becoming a training center of excellence, with a focus on the provision of CLLG Policy Training for GoB Officials and relevant other stakeholders.
- ❖ The BRDA ROB should have Guidelines with clear Criteria on how to strengthen all the core-functions of the Balochistan Rural Development Academy (BRDA), to enable the BRDA to become a training Centre of excellence, and to provide the Organizational Capacity and Training to the relevant Government and Non-Government Stakeholders, that are involved in implementing the innovative GoB CLLG Policy and the CLLG Policy Implementation arrangement
- ❖ The BRDA ROB should contain guidelines with clear criteria on how to establish and develop the BRDA Core functions which should cover, but are not limited to; (1) how to develop new BRDA Web/Computer Based IT/MIS, the BRDA (CLLG, (2) how to establish a BRDA Training Curriculum with flexible Modular CLLG Training Modules, including Presentation Skills and Learning-Outcome Evaluation-techniques, (3) how to establish BRDA capacity for Literature Reviews, Research and Survey Techniques, and their Documentation to allow .lesson-learning and the build-up of a BRDA Repository/Dbase of best-practices in CLLG Policy Implementation, District Development Planning, Project Cycle Management, (4) how to develop and apply the most effective Training & Capacity-building delivery approaches, and present a relevant up to date BRDA Training Calendar, with priority Training topics, structured training evaluations, that cover delivery and relevance assessments, and lesson-learning feed-back loops to continuously improve training, and finally (5) how to develop the BRDA core function that identifies the relevant BRDA Organization KPIs and the Core function performance targets and indicators, to measure achievement.
- ❖ Specify possible BRDA funding (this should include grants from the government, all money raised by the BRDA, profits accruing from investment; all other proceeds and amounts as the Government may direct to be placed at the disposal of BRDA).
- ❖ Propose utilization and maintenance of funds: including (Forms and registers, budget templates)
- ❖ Executive powers of the DG within the BRDA Organizational structure, systems, procedures and rules
- ❖ Administration Procedure of BRDA;
- ❖ Procedures for audit of funds/accounts of BRDA;
- ❖ Delegation of powers of DG BRDA and / or BRDA officers etc.

Specific tasks of the BRDA ID/ROB Assignment

The BRDA ID/ROB Assignment will apply a mix of research and data collection and analysis approaches that may cover; Quantitative analysis in particular of relevant Training Budgets and Budget-ratios, and Qualitative Analysis of Policy, Progress, Status and Evaluation Reports and Training Manuals, of similar Training Institutes or training project, and documents,

The BRDA ID/ROB Assignment will finalize its work plan and the selection of research/analysis tools in the first week of the assignment, and will consider any of the tools/approaches listed below;

- a. Desk Review of the Policy and Institutional context, as captured by the LGRDD Act, the LGRDD RoB/Mandate, to identify the basis for institutionally strengthening the BRDA within the legal structure of the Government of Baluchistan
- b. Desk review of relevant Progress, Status and Evaluation Reports and relevant Training Manuals, and the TA/BRDA capacity needs assessment report and the BRDA Capacity-building plan, as a start point to upgrade the BRDA ROB. The ID/ROB Consultant will in particular review the ROB of the Pakistan Academy of Rural Development (Khyber Pakhtunkhwa) to understand how its rules of business, role, history and institutional setup within the government of KPK, allows it to play a lead role in HRD and Capacity building in that Province and at National level. A field visits to PARD is envisaged. The Desk Review will also cover the ROB of the Provincial Institute for Teacher Education (PITE) Baluchistan to understand its rules of business, role and its history of institutional setup within the structure of the Government of Balochistan. The Desk reviews will be synthesized into a consolidated status report, that will be used by the Consultant in his discussions with the relevant stakeholders.
- c. The BRDA ID/ROB Consultant will engage in Consultative Meetings, with all senior GoB Policy Makers, in particular the DG BRDA, and the Secretaries LGRDD, FD, PDD and S&GAD, with the aim of securing their full buy-in, on the way the BRDA ROB are being developed, and then report on the outcome of these Consultative meetings, on a weekly basis, to the TA IDCB Expert and the DS LGRDD/FP BRACE.
- d. The BRDA ID/ROB Consultant will engage in Focus Group Discussions, and Technical Peer Reviews on specific technical topics, e.g. how to develop a quality training curriculum/module, or on allowed remuneration schedules for external trainers under a BRDA External Trainers Pool, etc. and report how these meetings can then be translated to specific BRDA ROB Guidelines.
- e. The BRDA ID/ROB Consultant will develop simple Survey/Questionnaire to conduct semi-structured open-ended interviews, or one on one (anonymous) interviews, to systematically record feedback, and elicit the genuine apprehensions and concerns that BRDA staff may have on the how an upgraded more autonomous BRDA ROB would affect their job-security.
- f. The BRDA ID/ROB Consultant will report throughout the assignment to the TA IDCB Expert and DS LGRDD/FP BRACE and present a FINAL ASSIGNMENT REPORT AND within one week of completing the Assignment. The structure of the Final Report will be finalized in Week 1 and the report could be structured as follows (to be finalized by ID/ROB Consultant)
 - 1) List of Contents/Abbreviations/Acknowledgment
 - 2) Chapter 1: Introduction and Background to the BRDA ID/ROB Assignment
 - 3) Chapter 2; Scope, Objectives, Challenges and Workplan of the BRDA/ID-ROB Assignment
 - 4) Chapter 3: Doc Review Recommendations, Interactions & Proceedings BRDA ID/ROB Assignment
 - 5) Chapter 4: Analysis, Feedback and Recommendations for an upgraded BRDA ROB
 - 6) Chapter 5: The Proposed Upgraded BRDA ROB

- 7) Chapter 6: The Way Forward: The timeline AND procedure for adoption of BRDA ROB
 - 8) Annex 1: ToR BRDA ID/ROB Assignment
 - 9) Annex 2: List of Documents Consulted
 - 10) Annex 3: List of Persons Met (Name/Designation/Organization)
 - 11) Annex 4: Work plan/Day Itinerary of the ID/ROB Assignment (simple TS like table)
 - 12) Annex 5: Semi Structured Questionnaires(s) and Consolidated Responses of Meetings
 - 13) Annex 6: BTOR KP PARD Field visit
 - 14) Annex 7: Pictorial with Captions
- g. The key objective and FINAL output of the ID/ROB Assignment is the delivery of (1) the complete final draft of the BRDA ROB, covering the institutional, mandate, administrative, financial, operational, human resource and technical core functions of the BRDA, and (2) a timeline and procedure for its adoption by the relevant Competent Authorities. Both outputs are to be fully sanctioned and co-owned by the DG BRDA and the Secretary LGRDD.

5 Intermediate and Final Outputs of the BRDA ID/RoB Assignment

<u>Timing</u>	<u>Intermediate & Final Outputs</u>
1) Week 1	Updated work plan ID/ROB Assignment including scheduling of possible Field visits
2) Week 1	Desk Documents Review and Consolidated Documents Status Report
3) Week 1	Develop Semi-structured/Open ended Questionnaires for BRDA Staff
4) Week 1	Introduction of ID/ROB Consultant to all Senior Policy Makers
5) Week 2	1 st round Consultative meetings with Senior Govt Policy Makers
6) Week 2	Finalize field visit Logistics to KP
7) Week 2	Start Consultative Meetings BRDA Staff and report to DG BRDA /Sect LGRDD
8) Week 3	Field Visit to PARD (2 days) and BTOR on Field Visit, including consultation with other relevant institute
9) Week 3	1 st Draft BRDA RoB, shared with DG BRDA and Secretary LGRDD
10) Week 4	2 nd round of Consultative Meetings and report back to DG BRDA/Sect LGRDD
11) Week 4	Focus Group/Technical Peer Review Meetings on Technical Topics identified
12) Week 5	2 nd draft BRDA RoB, shared with DG BRDA and Secretary LGRDD
13) Week 5	Discussion with DG BRDA/Sect LGRDD on timeline/procedure for adoption BRDA ROB.

- | | |
|--------------|---|
| 14) Week 6 | Handing over: Final Draft to BRDA RoB to DG BRDA/Secretary LGRDD |
| 15) Week 6 | Handing over; Finalized timeline/procedure for adoption of BRDA ROB |
| 16) Week 6/7 | Complete Assignment Report and submit to TA TL |

6. Duration and Implementation Arrangements of the BRDA ID/ROB Assignment

The BRDA ID/ROB Expert assignment covers 30 days and is to be implemented within the 3 months' calendar period from August to October 2022.

The BRDA ID/ROB Expert will be supervised by the TA IDCB Expert and will work closely with the DG BRDA, and the BRACE Focal Person/DS Local Government and Rural Development Department (LGRDD), and ultimately report to the TA TL. The BRDA ID/ROB Expert will operate from the TA Office in Quetta.

The BRDA ID/ROB consultant will be based in Quetta, for the duration of the assignment. He /She will use the TA Office in Quetta. The TA Office (TA/IDCB Experts ()) will facilitate the logistics, including field visits, of the ID/ROB Consultant.

8. Minimum qualification of the Consultant

Technical Qualifications and Skills

- Advanced university degree in rural development, public administration, business management, public policy, international relations/development, or equivalent degree.
- Ability to work productively with a large diverse consultant team, counterparts, and other project stakeholders. Good judgment, pays attention to nuance and detail, takes initiative, high sense of responsibility, tact, and discretion, with sensitivity to different cultures.
- Excellent communication skills including presentations, report writing and research.
- Excellent spoken and written English, Urdu, Balochi, Pashto and/or any other local languages.

General Professional Experience

- At least 10 years of experience with public or private sector initiatives, strategic planning and institutional development for government/private sector.

Specific Professional Experience

- At least 5 years of experience in project management preferably; implementing community based projects related to HRD based on community participatory approaches local governance of public sector investment programmes
- Experience in advising provincial governments in the formulation of public policies and their implementation mechanisms in the context of capacity building related to sub/district, local and community development

- 5 years of experience with Donor funded projects/programs, implemented through donor-government collaboration
- A good understanding of cross-cutting issues, including gender inclusion, conflict dynamics, for socio-economic equity.
- Ability to deploy a senior team in Quetta to ensure regular interaction with the provincial stakeholders.

Annex-4: List of documents consulted.

1. Balochistan Local Government Act 2010 along with amendments 2022.
2. Rule of Business PARD.
3. Government of Balochistan Rules of Business 2012
4. KPK Local Government Act.
5. Budget of Rural Development Academy.
6. Pakistan Institute of Development Economic Act.
7. Guidelines of RoBs/establishment division Islamabad
8. National School for Public Policy (NSPP) Ordinance
9. Local Government Board Rules of Business
10. Shoaib Sultan (PARD history): Rural development in Pakistan
11. Shaheed Nawab Ghos Bakhs Raisani Hospital Act
12. Balochistan delegation of financial and re-appropriation rules 2019
13. Legislative drafting manual
14. Asian Development Bank (BRMP project)
15. A study on Civil Service Structure
16. LGS Notification and Budget Sharing Criteria
17. Budget Strategy Paper 2022-23
18. Balochistan Education Foundation
19. Public Private Partnership Rules of Business

Annex-5: List of documents consulted.

	Name	Gender	Designation
A. BRDA Staff			
1	Niamatullah Barbar	M	DG, BRDA
2	Dr. Muhammad Arif	M	Instructor, Public Health
3	Ehsan Ullah Luni	M	Instructor, Engineering
4	Abdul Manaf Dotani	F	Deputy Director BRDA
5	Sadaf Ali Raza	F	Instructor
6	Lala Rukh	F	Research Officer
7	Iqbal Marwat	M	Former DG, BRDA
8	Abdul Bari	M	Instructor
B. Key Experts			
14	Muhamad Hanif	M	Former DG, BRDA
15	Shiekh Sarfraz	M	Legislation Advisor
16	Mahfooz Ali Khan	M	Ex-Secretary Finance
17	Mr.Shamazar Baloch	M	DG coordination and Administration, Director Administration (PIPS)
18	Shams ud Din	M	Ex-Secretary Provincial Assembly
19	Gul Mohammad	M	Director Planning and Finance / Focal LGRDD and Focal Person BRACE
20	Shoukat Faroz zai	M	Additional Secretary Legislation Law Department
21	Najeeb Tareen	M	Addition Secretary Finance

Annex-6: Work plan of the Assignment.

Balochistan Rural Development Academy (BRDA)													
Plan for Development of Rules of Business (RoB)													
S.No	Activity	Sub-Activity	Location	September		October				November			
				Week-1	Week-2	Week-1	Week-2	Week-3	Week-4	Week-1	Week-2	Week-3	Week-4
1	Introductory Meetings	Meeting with Deputy Team leader and other team members of BRACE	Quetta	20									
		Meeting with Director General BRAD and team	Quetta	20									
2	Updating work plan	Mapping Key Experts, Institute and Government Departments	Quetta	23									
3	Desk Review and Consolidated Documents Status Report												
3.1		Desk Review of relevant documents; ROBs of different rural development academies, and other autonomy bodies, constitutional Provisions to autonomy bodies, theoretical underpinnings of structural reforms and approaches to rural development, capacity assessment reports by BRACE.	Quetta		26-30								
3.2		Shortlist the thematical structure to prepare instruments for data collection	Quetta		30								
4	Develop Instrument for Data Collection												
4.1		Develop and Review the semi-structured interview (Policy makers, administrative and constitutional	Quetta		30								

		authorities, experts, primary stakeholders)											
4.2		Develop and Review the structured questionnaire (RDA staff-lecturers, administration, budget, HR, Program)	Quetta		30								
5	Consultation Meeting and Data Collection												
5.1		Consultative meeting and KIIs with BRDA Authorities and Staff	Quetta			10-11							
5.5		Consultative meeting and KIIs with Key Experts	Quetta & I			12-13							
5.6		Consultative meetings and KIIs with Government Departments	Quetta			14-15							
6	Field Visit												
6.1		Provisional Institute for Teaching Education (PITE)	Quetta		27								
6.2		National Institute of Management (NIM)	Quetta		28								
6.3		Visit to PARD for Consultation	KPK			3-4							
6.4		Field Visit to School of Local Governance KPK	KPK			5							
6.5		Visit to Institute of Rural Management	Islamabad			6							
6.6		Pakistan Institute of Development Economics	Islamabad			7							
7	Preparing first draft of reports												
7.2		Preparing consolidated report of consultative meetings and desk reviews.	Quetta				17-19						
7.4		Prepare first draft of RoBs and sharing with TL BRACE for review and feedback	Quetta				20-26						

7.5		Submission of first draft of ROBsto DG-BRDA and Secretary LGRDD	Quetta					26					
7.6		Submission of consultative meeting Report to BRACE	Quetta				20						
9	Preparing Second Draft of RoBs after review and feedback												
9.1		Focus Group/Technical Peer Review Meetings with TL/DTL/BRAC	Quetta						31	1			
9.2		Focus Group/Technical Peer Review Meetings with Secy LGRDD/DG RDA	Quetta							1			
10	Submission of Final Draft												
10.1		Handing over: Final Draft to BRDA RoB to DG BRDA/Secretary LGRDD for further course of action	Quetta								7		
11	Submission of Complete Assignment Report	Complete Assignment Report and submit to TA TL	Quetta								8		

Annex-7: Semi Structured Questionnaires

INTERVIEW-SHEET

To be filled by the Data collector / Enumerator

Interview Number _____

Time and Date of Interview _____

Place of Interview _____

Dear respondent,

We are independent consultants and currently working on the BRACE Technical Assistance project. One of the project's objectives is to ensure institutional and organizational strengthening of the Balochistan Rural Development Academy under the administrative control of the Local Government Department **Government of Balochistan. In this regard, we aim to develop the BRDA Rules of Business and** therefore, we are conducting interviews with heads of different autonomous government organizations to study and understand the modus operandi, structural reforms, constitutional, financial and administrative support, institutional development and growth challenges, and the internal organizational culture that facilitates change.

We strictly follow the ethical guidelines of research and assure that all information will be kept confidential and solely used for analysis.

We want to express our utmost gratitude for your participation in this place!

Kind regards,

Lead consultant (Saif-ud-din Shahwani) and Team

Section A: Demographics (To be filled by respondents)

- | | | |
|--------------------------------------|---------|------------|
| 1. Gender | i. Male | ii. Female |
| 2. Age (years) | _____ | |
| 3. Qualification | _____ | |
| 4. Overall Experience | _____ | |
| 5. Designation | _____ | |
| 6. Experience in current designation | _____ | |

Questions for the Semi-Structured Interviews to study Balochistan Rural Development Academy Quetta

1. How was BRDA established? What is the current administrative structure of BRDA?
2. What challenges is BRDA facing in meeting its objectives?
3. How can the mandate of BRDA be enhanced? What are the prospects for growth?
4. What process is followed by BRDA to design training programs, and what factors do you consider very important in doing so?
5. How can the Faculty of BRDA contribute to achieving the functions of the Local Council, like rural development?
6. What challenges for BRDA faces during interaction with non-governmental organizations?
7. How does BRDA generate its revenues?
8. What measures of performance management are in place at BRDA? What functions do you think must be added?
9. Do you think how this performance system help improve organizational objectives?
10. Do you have any separate wing (Monitoring and Evaluation)? If Yes, how does it work?
11. In your view, how can training institutes improve their performance?

Questions for the Semi-Structured Interviews with Local Government Experts

1. Why should Baluchistan Rural Development Academy (BRDA) be re-structure or transformed?
2. What are the possible challenges that can arise during the re-structure or transformation process?
3. Under what conditions any attached government department can attain autonomy? If financial independence is required, how can an organization achieve this?
4. What are the possibilities that the training institute can work for revenue generation?
5. If BRDA and Local councils establish revenue-sharing mechanisms, what are the possible issues and criteria for sharing?

Questions for the Semi-Structured Interviews with Finance Expert

1. Under what conditions any attached government department can attain autonomy? If financial independence is required, how can an organization achieve this?
2. What are the possibilities that the government department can work for revenue generation?
3. What possible challenges exist if a revenue-sharing mechanism among different departments is designed?
4. What are the financial obstacles present for an autonomous organization? What fundamental issues do autonomous organizations face due to not meeting their financial needs?
5. What are the best financial practices indispensable for autonomous organizations?

Questions for the Semi-Structured Interviews with Human Resources and Administration Expert

1. Under what conditions any attached government department can attain autonomy?
2. What are administrative frameworks under which Rules of Business can be framed?
3. Which hierarchal structure best suits BRDA?
4. What are the administrative obstacles present for an autonomous organization?
5. What are the best financial practices indispensable for autonomous organizations?

Questions for the Semi-Structured Interviews with Human Resources and Administration Expert

1. Under what conditions any attached government department can attain autonomy?
2. What are administrative frameworks under which Rules of Business can be framed?
3. Which hierarchal structure best suits BRDA?
4. What are the administrative obstacles present for an autonomous organization?
5. What are the best financial practices indispensable for autonomous organizations?

Questions for the Semi-Structured Interviews with Law Expert

1. What are constitutional provisions that any attached government department can attain autonomy?
2. What legal challenges should be considered while reconstituting the government department?
3. What factors should be considered while framing Rules of Business?
4. What is the role of the Law department in framing RoBs?

Questions for the Semi-Structured Interviews to Policy Maker

1. In your opinion, should Government move towards autonomous structures of Government Institutions? What challenges and hurdles (Financial, legal, administrative, technical) must be addressed in such a process?
2. What are the key issues we must consider while formulating the Rule of Business?
3. What type of institutional mechanism suits the rural development particularly relevant to local Government?
4. In your view, how decentralization process can be enhanced in Pakistan? What are the challenges that local council faces when legislators are more empowered?

Questions for the Semi-Structured Interviews to study Institute of Rural Management- Islamabad

1. What approach of rural Management or rural development is best applicable to Pakistan?
2. What factors are necessary for a training institute that wants to step in for rural development or Management?
3. How do you design training programs? Do you have a coordination network with other departments for training?
4. How does IRM generate its revenues? Which strategy do you follow for advocacy, communication and Networking?
5. What measures of performance management are in place at IRM? What do you think about how this performance system helps improve organizational objectives?
6. In your view, how autonomous training institutes can improve their performance?

Questions for the Semi-Structured Interviews to study Local Government School (LGS) Peshawar

1. What is the current administrative structure of LGS-Peshawar? Is any autonomy (financial, administrative, technical) given to LGS?
2. Do you consider the role of research in developing training programs? If Yes, up to what extent?
3. What process is followed by LGS to design training programs, and what factors do you consider very important in doing so?
4. In your opinion, what job specification for faculty suits to achieve Local Governance?
5. How do you shortlist training participants? Do you have a coordination network with other departments for training?
6. What type of Government support (financial, technical, administrative) do you receive and how?
7. How does LGS generate its revenues?
8. What measures of performance management are in place at LGS?
9. Do you think how this performance system help improve organizational objectives?
10. Do you have any separate wing (Monitoring and Evaluation)? If Yes, how does it work?
11. In your view, how autonomous training institutes can improve their performance?

Questions for the Semi-Structured Interviews to study Local Government School (LGS) Peshawar

1. What is the current administrative structure of LGS-Peshawar? Is any autonomy (financial, administrative, technical) given to LGS?
2. Do you consider the role of research in developing training programs? If Yes, up to what extent?
3. What process is followed by LGS to design training programs, and what factors do you consider very important in doing so?
4. In your opinion, what job specification for faculty suits to achieve Local Governance?
5. How do you shortlist training participants? Do you have a coordination network with other departments for training?
6. What type of Government support (financial, technical, administrative) do you receive and how?
7. How does LGS generate its revenues?
8. What measures of performance management are in place at LGS?

9. Do you think how this performance system help improve organizational objectives?
10. Do you have any separate wing (Monitoring and Evaluation)? If Yes, how does it work?
11. In your view, how autonomous training institutes can improve their performance?

Questions for the Semi-Structured Interviews to study Pakistan Academy for Rural Development (PARA) Peshawar



1. How PARA contributes to Rural Development?
2. How does PARA manage stakeholders' networks? What institutional mechanism is in place for network management?
3. What changes have taken place in autonomous structures since its establishment in 1957? If yes, what type of changes took place?
4. Do you consider the role of research in developing training programs? If Yes, what aspects of rural development are given more priority and why?
5. What is the process followed by PARA to design training programs, and what factors do you consider very important in doing so?
6. What process does PARA follow for designing and implementing Action Research Projects? What types of industries are suitable for rural development?
7. Does PARA have international linkages? If yes, in what terms and how are these linkages established?
8. What type of Government support (financial, technical, administrative) do you receive and how?
9. What support (financial, technical, material) does PARA get from non-governmental organizations?
10. How does PARA generate its revenues?
11. What measures of performance management are in place at PARA?
12. Do you have any separate wing (Monitoring and Evaluation) for formative and summative evaluations for action research projects? If Yes, how does it work?
13. In your view, how autonomous training institutes can improve their performance?

Questions for the Semi-Structured Interviews to study National Institute of Management (NIM)

1. Can you briefly describe the role of NIM in human and institutional development?
2. Can you describe how NIM is contributing in achieving the standards of New Public Management?
3. In your opinion, should government organization move towards having autonomous structures; if yes what factors (constitutional, financial, administrative and political) can support or restrict the institutional change process?
4. Is NIM financially, technically and administratively autonomous? Through what process did it become autonomous and were there any challenges?
5. What is the process followed by NIM to plan training programs and what factors you consider very important in doing so?
6. Do you consider the role of research in developing training programs, if Yes, up to what extent?
7. How does NIM manages its finances in terms of revenue?
8. What support (financial, technical, material) does NIM get from Government and non-governmental organizations?
9. What measures of performance management are in place at NIM?
10. Do you think how these performance systems are useful in improving organizational objectives?
11. Does NIM has any upgraded software incorporated in its organizational wing? if Yes, how did NIM controlled the internal / external resistance in the change process?
12. In your view, how government organizations can improve their performance?

Thank you

Annex-8: Back to Office Report.

	MEMO BRACE (TA) Technical Assistance	Consultative Field Visit to Public and Private Institutions for the BRDA Rules of Business Assignment: October 01-08, 2022	
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To: The Team Leader TA BRACE

Cc: TA BRACE DTL, SPA-PIM, DDC & M&E

From: BRDA ROB Consultant and IDCB, TA BRACE

Date: October 11, 2022

Back to Office Report: Consultative Field Visit to Public and Private Institutions for the BRDA Rules of Business Assignment

The BRACE Technical Assistance Program (being implemented by DAI Austria - Pakistan) aims to work with the Local Government and Rural Development (LGRD) Department of the Government of Baluchistan to develop a Community Led Local Governance Policy (CLLG). The policy aims to institutionalize community institutions within the local government systems to initiate development planning according to the needs of the grass root communities. Therefore, the policy proposes a financial and institutional framework under the umbrella of the recent amendments in the Baluchistan Local Government Act 2010 where Article 87 provides community institutions the legal cover and provision to become part of the local government systems for grass root development planning.

The Result Area (RA) 3 of the BRACE Technical Assistance Program aims to develop the capacity of the Baluchistan Rural Development Academy (BRDA). The BRDA trains local government and line departments officials on office management, rules and regulations, laws / acts, capacity building, IT courses, financial procedures etc. However, the academy is struggling to become empowered and autonomous in the sense that it can become a centre of excellence to impart training on local government, governance and rural development planning and implementation (keeping in mind the procedures and mechanisms that will come alive as the GoB adopts the CLLG policy).

One of the objectives of the Technical Assistance project is to develop the BRDA institutional and organization capacity to empower the BRDA within the GoB institutional setup and develop robust internal administrative, financial, technical and research capabilities and capacities. Therefore, the initial task to be carried out is to develop the Rules of Business (RoBs) for BRDA. The TA team and the consultant hired to develop the BRDA RoBs embarked on a field visit to study public and private training institutions in Islamabad and Khyber Pakhtunkhwa that have embarked on the road to becoming centres of excellence and also held meetings with experts who could guide on the legal, administrative and financial matters while developing the BRDA RoBs. The following Public and Private Institutions were visited by the TA team and the consultant and meetings with experts were held:

S.No	Expert Visited	Designation / Institutions	Location	Date of the visit
1	Mr. Sheikh Sarfraz	(Legislation Expert) with the Government of Pakistan	Islamabad	03 Oct 2022
2	Mr. Azhar	Project Officer and Training Specialist, Local Governance School (LGS)	Peshawar	05 Oct 2022
3	Mr. Muhammad Arshad	Deputy Director Administration, Pakistan Institute of Rural Development (PARDD)	Peshawar	05 Oct 2022
4	Mr. Aasim Reza	Program Manager, Institute of Rural Management (IRM)	Islamabad	06 Oct 2022
5	Mr. Israr Mohammad Khan	Director General, National Centre for Rural Development (NCRD)	Islamabad	06 Oct 2022
6	Mr. Shah Mazar Baloch	(DG Coordination, Secretariat of the Senate of Pakistan). Ex-DG Pakistan Institute of Parliamentary Services,	Islamabad	07 Oct 2022

Executive Summary and Key Observations/Conclusion

- Many live models of institutions that are completely autonomous, semi-autonomous or under direct control of the government exist. All the models come with some benefits as well as some disadvantages for the institution and its people
- One of the key factor in developing BRDA's Rules of Business is to identify the act, law or notification through which BRDA was established in 1972. That document will provide the base from where the assignment to develop the BRDA RoBs can be developed. In case the document is not found, special meetings should be done with secretary LGRDD to devise a road ahead for BRDA
- The secretary LGRDD is mandated to devise BRDA's non-statutory rules. Such authority of the secretary can be used to adopt the new rules of business of BRDA. The section 77 of the Local Government Act can be used to give BRDA the mandate of the training mentioned therein and new rules of business can become as additional rules.
- BRDA does need administrative and financial autonomy and the authority to plan trainings and its budgets with donor agencies and private institutions. The rules of business should focus more on achieving this institutional strength for BRDA keeping in mind the learning from LGS, KP
- Another important aspect for BRDA resource generation can also be taken from the example of LGS KP where instructions from the secretary LGRDD has made it mandatory for all private entities to use LGS technical skills and resources for their training purposes. In addition, allocation of a certain portion of the development budget of UCs and revenue of the TMOs also serves as an important resource generation tool for LGS. This can be replicated for BRDA.
- With autonomy, the DG will be granted some powers and this is where the political economy aspect will kick in and therefore continued replacement of officers at the position of DG is expected. Hence it should be carefully decided what powers and authority should be granted to the DG.
- The trainings for Provincial Public Service Commissioned officers from Baluchistan can also be mandated through BRDA after the 18th amendment. The GoB is thinking about establishment of a Provincial Service Academy, hence BRDA can serve this purpose

- The BRDA five year strategic shall provide a guideline to BRDA to embark on the road to becoming a center of excellence
- An academic council is necessary to ensure quality of the BRDA technical outputs
- BRDA's training certificate with a certain evaluation score for the trainees of the government department should be made mandatory for posting of newly inducted officers as well as for officers expecting promotions.

Follow-up Action

- 1) Consultative Meeting with DG BRDA, Deputy DG BRDA and Dr. Arif (Planned 17th October 2022 at Gardenia)
- 2) Meeting with FP BRACE to identify the document that ensures the existence of BRDA
- 3) Consultative meetings with key experts in Baluchistan which include the ex-secretaries of finance and law departments and ex DG BRDA,
- 4) Consultative meeting with the staff of BRDA

Consultative points / discussions

Mr. Aslam Ghani – NIM

- NIM was established in 2005 but was called the National Institute of Public Administration (NIPA). It is an autonomous institution that works under the National School of Public Policy (NSPP). The school has the board of governors which is headed by the president of Pakistan with the Minister of Planning Commission of Pakistan as its chair. Each province has a NIM which is governed by the school and its board.
- The school also has an academic council and an executive committee. Decision on the matters of rules and administration are taken by the executive committee while the academic council ensures quality and control of the trainings and the curriculums / modules as well as prepares training budget.
- The NIM staff are regular government employees and it follows the federal government service and conduct rules. However, the rules of business are provided by the NSPP.
- NIM has an academic wing where course instructors and other technical staff are involved in course delivery, plan and preparing course curriculum, for which input is also sought from the governing body and DG. The trainings are vigorous and are linked with the public service commission
- Performance evaluation of the trainers and the trainees is taken very seriously and discipline of both is ensured for quality of the training. In each training, 6-8 members are tasked to evaluate the training as well as the trainees. The trainings are also coupled with debates on current affairs and even research topics are also allocated to the trainees. The trainees also write research papers and white papers on public policy management matters.
- NIM is also building the capacity of its trainees to use evidence based research for that TOT is organized by NIM online with Harvard University.

Sheikh Sarfraz – Legislation Expert:

- Initiating institutional development of the BRDA would require an in-depth knowledge of the legal framework over which the BRDA was established and is operational. Since BRDA was established in 1972, there should be a legal document in the shape of an act of parliament, law or notification etc. that provides BRDA the legal reason to exist and function
- An autonomous body cannot be created through an order / notification, unless its existing legal document provides room to a designated department / personnel to do so

- It should be ensured that the rules for the BRDA should be statutory i.e. they come into effect through an act or law, otherwise, they shall be called non-statutory rules and can be changed anytime by the will of any officer in the department with authority
- The current Local Government Act 2010 states in the article 77 that the government may setup institutions or make arrangements for necessary trainings of the staff of the local government department, organize seminars and conference and conduct research. It also allows the government to cater for the administrative, human resource and technical needs of the institution. The article also suggest that a local council may be required to pay towards the cost of the institution setup or other arrangements. In case there is no legal document available that provides BRDA the legal context to exist, article 77 may be used to provide BRDA the legal cover and hence formulate its rules of business. The government may set up a quota from the local councils that goes towards the administrative and other costs of the BRDA. Please note that Government is always referred to the cabinet and not an individual of the department with authority
- There come along many privileges like authority and control over strategic planning, finances and administration with granted autonomy, however, the government officers in BRDA may lose some personal financial benefits that are ensured by the government at the time and after retirement too. However, after autonomy, there may need to develop service rules and also establish a fund for the employees or make arrangement with an insurance company which can cover these aspects

Mr. Azhar – LGS

- The Local Governance School (LGS) in KP is an excellent example of training institute working under the local government board of the Local Government Department with delegated powers for the administration of institute. The secretary local government has made it mandatory for all national / International NGOs and UN agencies to use the LGS technical and material resources for their trainings. The LGS also generates revenue from the Tehsil Municipal Offices (TMOs) i.e. there is formula which allocates the LGS a certain fund from the revenue generated of each TMO. In addition, 2% of the development budget of each UC is allocated to LGS for capacity building of LG UC staff.
- The LGS does not have specified organizational units like administrative, HR and finance departments, however, they do have personnel designated for these purposes. The current year budget of LGS is 15 Million Rupees. One of their important achievement is continued program development with donors. The LGS plans to transform itself into an independent Human Resource Development Center for which work is in progress.
- The LGS does not have its own faculty or lecturers and it relies on the visiting / external lecturers. The experience of LGS taking lecturers from universities has not been good as they do not have field experience while the trainers need to understand the actual field procedures and challenges and solutions, which can be shared by only those lecturers who have field experience.

Mr. Muhammad Arshad – PARD

- The Pakistan Academy of Rural Development (PARD) was an alternate version of the LGS KP. While it is also an autonomous training institute that had achieved the status of centre of excellence, it struggles to cope with the repercussion which include hurdles in career progression, limited scope of work, inability to plan revenue generating programs etc.
- The PARD one-line budget comes from the federal (60%) and 10% from each of the four provinces. PARD is being administered through the establishment division Pakistan. Previously it was under the local government department before the local government became a provincial chapter. With the establishment of parallel provincial institutions, the demand to get training from PARD had reduced.

- PARD has a Board of governors, an executive committee and a budget committee. The board comprises of serving officers which include the secretary planning commission, chief Pakistan Poverty Alleviation, Additional Chief Secretaries of 4 provinces.

Mr. Aasim Reza – IRM

- IRM is an independent institutions governed under the section 42 of the securities and exchange commission of Pakistan since last 10 years. Before that, it was the Human Resource Development Department of the National Rural Support Program. At the time when it was being made a separate legal entity, an endowment fund for IRM was set up by the RSPs. This fund not only caters for the administrative functioning and expenses of the IRM but it also helped IRM to develop its own official building: a part of which IRM has rented out to RSPN and NRSP, ensuring resource generation.
- Its board of directors come from the rural support program organizations as well as private experienced personnel including an ex-vice chancellor of the Sardar Bahadur Women University in Quetta Baluchistan. However, the rural support program has the 60% vote rights in the board.
- IRM follows the same service rules as its mother organization (NRSP). It provides trainings on all aspects of the program being implemented by all RSPs in Pakistan. Most of its budget is generated from such trainings. However, it also works with many other donors and develops and delivers trainings as desired by the donors. World Bank and USAID are among one its important partners. IRM is expert in providing trainings on professional development program, community trainings program, vocational technical skills trainings (recognized by B-TEVTA). provide is the training wing for all RSPs.

Mr. Israr Muhammad Khan – NCRD

- The NCRD, like PARD, works under the establishment division of the government of Pakistan but was previously under the local government and rural development department. In terms of autonomy, NCRD does have control over its resources and after approval of its one-line budget, it does not require any further approvals.
- NCRD is mandated to be a think and do tank for the government of Pakistan, however, it is now only focused on thinking which is the research and training part. For the do part, many parallel institutions have come alive in Pakistan which include the RSPs and the Pakistan Poverty Alleviation Fund. Because of this situation, NCRD is now only left with the training mandate and is not involved in field activities for rural development. The mandate of the establishment division does not align with the mandate of NCRD and therefore the centre suffers from lack of attention by the government to utilize its human and physical resources
- NCRD does not focus on revenue generation as it does not want to be considered as a revenue generating source for the government and therefore the planning at NCRD is done on the basis of cost effectiveness rather than cost benefit. NCRD follows the same rules as the federal government.

Mr. Shah Mazar Baloch – Senate Secretariat

- Consultation with Mr. Shah Mazar, like Shiekh Sarfraz, was focused on the initiatives to develop the BRDA RoBs. It was shared that autonomy brings forward the issue of sustainability which should be the main focus while drafting the rules of business.
- There are different models available in the public sector where autonomy has been granted and certain sustainability is granted / ensured by the government while the institution is also mandated to generate revenue for its administrative, operative and technical development. Hence, a SWAT analysis of BRDA is necessary.
- In addition, he was of the opinion that making BRDA completely autonomous comes with risks as it currently has not technical and administrative base structure, therefore, he proposed that a five year

BRDA strategic plan should be developed and BRDA should initially be made an attached department of the LGRDD with a level of financial and administrative autonomy granted.

- However, internal restructuring can be done during this time and the strategic plan document shall guide BRDA towards achieving autonomy by becoming capable to generate revenue by building partnerships with government and private institutions and upgrade its technical capacity to impart quality trainings.

Annex-9: Pictorial with Captions



Briefing and Feedback Meeting on the draft Rules of Business of BRDA with the Secretary LG&RD Government of Balochistan



Meeting with the DG Balochistan Rural Development Academy and his core BRDA team, Government of Balochistan



Meeting with the Ex-Secretary Finance Government of Balochistan



Meeting with the Director General NCRD and his team



Meeting with Legal Expert Mr. Sheikh Sarfraz



Meeting with the Director General National Institute of Management



Meeting with Mr. Muhammad Hanif Ex DG BRDA



Meeting with the Project Officer Local Governance School KPK



Meeting with Field Research Specialists and Deputy Director Admin, Pakistan Academy for Rural Development



Visit of Institute for Rural Management and meeting Program Manager and Secretary to Board IRM