Citizen Engagement in Development Planning for Village and Neighbourhood Councils

at Khyber Pakhtunkhwa

" *Citizen Participation is Vital to Good Governance* "

3-Day Trainers' Manual

May, 2017

Local Government, Elections and Rural Development Department
Fostering and enabling the third tier but first pillar of good governance

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Foreword

It is a matter of great satisfaction for me and my team to present this Trainers' Manual on "Citizen Engagement in Development Planning" for Village and Neighbourhood Councils in Khyber Pakhtunkhwa. This trainers' manual has been developed as a result of intensive and extensive consultations and pilot exercise by national and international experts under the leadership of Local Governance School, Local Government Elections and Rural Development Department (LGE&RDD), Khyber Pakhtunkhwa with the technical assistance from GIZ.

Khyber Pakhtunkhwa Local Government Act 2013 (KP LGA 2013) is instrumental in bringing state closer to the citizens. We fully understand that our government's vision for good governance cannot be achieved without meaningful participation of planning and budgeting processes by the local governments. Citizen participation is vital to ensure transparent and accountable service delivery and functioning of the government. However, it is also a fact that the objective of active citizen participation is a daunting challenge both for the local councilors and the public at large. Therefore, the Provincial Government is committed to build the capacity of the local governments and for this purpose we welcome advisory services of our valuable development partners to join hands to accomplish this important mission in a smooth and structured manner.

The trainers' manual in hand entails the training methodology to identify development needs and priorities through a participatory process by village and neighbourhood councils (VC/NCs) using a step by step approach and engaging all-important stakeholders covering a five days process. The manual had been developed as a result of successful piloting in Nowshera and Haripur. However, in 2017, as per detail consultations with LGE&RDD KP, Community Driven Local Development (CDLD-EU), Sub National Governance Programme (SNG-DFID) and other stakeholders, it has been reduced to three days.

I congratulate the Local Governance School for this valuable addition to their current pool of knowledge and expertise. I particularly want to thank the German Federal Government and Swiss Development Cooperation (SDC), for their support in developing this trainers' manual to facilitate cititzen engagement in development planning at village and neighbourhood council level under KP LGA-2013 through Support to Local Governance (LoGo), implemented by the GIZ.

Syed Jamal Uddin Shah,
Secretary
Local Government, Elections and Rural Development Department,
Khyber Pakhtunkhwa

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List of Acronyms

ADLG	Assistant Director Local Government
ADP	Annual Development Program
CBOs	Community Based Organisations
CDLD	Community Driven Local Development
D	District
ECA	Ehtesab Commission Act
IDS	Integrated Development Strategy
LGE&RDD	Local Government, Elections and Rural Development Department
KP	Khyber Pakhtunkhwa
LGA-2013	Local Government Act - 2013
NC	Neighbourhood Council
NGOs	Non-Governmental Organization
P	Province
PC-1	Planning Commission Form number 1 / Project Cover One
PeMS	Performance Management System
P&D	Planning and Development
RTI	Right to Information Act
RTS	Right to Public Service Act
SDP	Support to Development Planning in Khyber Pakhtunkhwa
SGGP	Support to Good Governance Programm
T	Tehsil
TMA	Tehsil Municipal Administration
VC	Village Council
VC/NC	Village Council or Neighbourhood Council

1. Introduction

Background

The provincial Government of Khyber Pakhtunkhwa (KP) adopted a Local Government Act in 2013. The LGA 2013 stipulates the creation of a new, lowest tier of government, i.e. the Village and Neighbourhood Councils. The LGA 2013 describes the role and functions of the Village and Neighbourhood Councils as well as those of councils at tehsil/town and district level.

On 30 May 2015 local elections took place for seats in District Councils, Tehsil/Town Councils and Village and Neighbourhood Councils in Khyber Pakhtunkhwa Province. At the lowest tier 2,835 Village Councils and 504 Neighbourhood Councils were created. More than 40,000 councillors were elected at the three tiers of local government.

In November 2015 the Provincial Government approved the Rules of Business for the three local government tiers, i.e. district, tehsil, village/neighbourhood. Also, the KP Government issued the Budget Rules 2016 and the Planning and Development Guidelines 2015.

The local government reforms do not only entail the creation of a new government tier but also fiscal decentralization. More than 30% of the Provincial Annual Development budget is provided to the local governments for use within the framework of the provincial government development policies and according to provincial guidelines and budget rules.

The identification of development priorities is one of the functions of the Village and Neighbourhood Councils, as laid out in the Local government Act 2013, section 29 (h). The Annual Development Programs (ADP) should reflect the development priorities of the villages and neighbourhoods. The planning methodology described in this manual is an instrument for the Village and Neighbourhood Councils to meet this requirement. The methodology is based on field experience of various GIZ, EU, UNDP and DfID programs.

Purpose

The purpose of this manual is to guide facilitators for development planning at Village and Neighbourhood Councils in delivering training to the councils and civil society. The manual is to support the Village and Neighbourhood Councils in the adoption of a systematic approach towards citizen engagement in development planning.

Structure of the manual

The planning process is divided in 8 parts or modules covering 3 days. See matrix.

DAY ONE

Module 1: Introduction

→ Introduction of participants

→ Objectives of the planning

→ Program and arrangements

Module 2: Context

→ Provincial acts, policies, priorities and strategies

→ Functions of Village/Neighbourhood Council
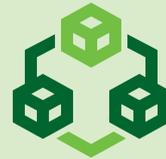
Module 3: Concepts

→ Principles of citizen engagement in the development planning

→ Principle 1: participation and planning

→ Principle 2: gender equity

→ Phases of development planning

Module 4: Phase 1: preparation

→ Overview of steps

→ Team composition

Frame conditions

1. Introduction

Module 5: Phase 2: Village/Neighbourhood Development Plan

- → Introduction to Village/Neighbourhood Development Plan
- → Step 1: general village or neighbourhood information
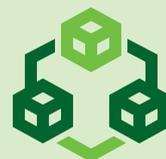- → Step 2: identification of social groups and geographical areas (mohallahs)
- → Formation of interview groups

DAY TWO

- → Step 3: consultation of social groups
- → Principles of conducting a focus group interview
- → Consultation of social groups/mohallahs

DAY THREE

- → Reflection on consultation
- → Step 4: Data analysis and identification of development options
- → Step 5: Preparation of village profile and development plan

### *Module 6: Phase 3: Project Selection for ADP/CDLD*

- → Preparation of Village or Neighbourhood Council meeting
- → Formal Village or Neighbourhood Council meeting to set priorities and document the decision in official, signed off minutes
- → Reflection on Village or Neighbourhood Council meeting

Module 7: Phase 4: Project Development for ADP/CDLD

→ Steps for integration of priorities in Village/Neighbourhood ADP, Tehsil ADP and District ADP
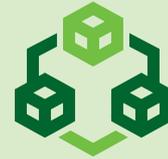
Module 8: Evaluation

→ Evaluation of planning program

→ Agree on follow-on actions

In this manual each Module is accompanied with a description of objectives, notes for facilitators, description of flipcharts, hand outs or presentations that can be used during the planning process.

Scope of the manual

Module 7 will only touched upon briefly. Focus of the manual is on the preparation of the village or neighbourhood development plan and the identification of VC/NC priorities for financing out of the ADP or other sources during an exercise of three days, either consecutive in time or spread out over a number of weeks. After this exercise project details need further elaboration. It indicates the process of lobbying for or communicating with the Tehsil or District administration on the inclusion of village or neighbourhood priorities belonging to the domains of their development plans. The process of Tehsil and District planning is described in other documents.

Materials

The planning manual takes the 'real life' situation at VC and NC level as starting point. It means that it based on the availability of basic materials such as flipcharts and markers. Flipcharts in Urdu can partially be prepared before the planning sessions. In this manual the contents of the flipcharts are presented. They are generally put in hand outs. In some cases hand outs provide background information

that will not be reflected in flipcharts. Other materials that may be helpful are small cards, pins and a pin board, pre-prepared brown sheets of the right size (usually two sheets glued together) on both sides of pin boards and spares as well for drawing. See picture.

Planning methodology

The planning methodology is not a classroom program. On the contrary it is a field program. Village and Neighbourhood Councils and active community members or civil society organizations are actually applying the planning methodology by going through the phases of the manual. Similarly facilitators are supporting the communities by going through the planning process.. It is recommended for facilitators to meet with the Nazaim, Naib-Nazim and VC/NC secretary at least one day prior to the actual planning process starts in order to discuss the structure of the training, ensure the availability of participants and collect background information on the village of neighbourhood that may be useful for planning. In order to facilitate the process facilitators can prepare flipcharts, as indicated in this manual, in Urdu beforehand.

1. Introduction

Language

The manual is written in English. However, the working language should be Urdu or any other local language in order to increase the understanding. Flipcharts should be prepared in Urdu or a local language.

Duration

The duration of the initial phases of the planning exercise is three days. During implementation local circumstances have to be taken into account. Councillors and other active community members have also other roles in their communities. They are businessmen, farmers, housewives, teachers, or have other professions or occupations. It is difficult for village or neighbourhood participants to spend full days in a planning process. Thus, the timing as shown in the manual should be seen as indicative. Previous experience showed that a working day until approximately 3.00 – 3.30 pm was possible. Consultation of the community had to be adjusted to the availability of community members and their livelihoods' demands.

Location and arrangement of room

The location for the meeting is relevant for the ability of VC or NC members to participate. It should be a place where all councillors and other participants feel that they are welcome, especially women. Our experience shows that a neutral public environment such as an office or a school is most suitable to all participants. Avoid a classroom arrangement of the room. Preferably put chairs in a circle or place a number of tables in the room with chairs around them ('restaurant' arrangement).

Participants

The planning exercise assumes the participation of about 20 persons including all VC or NC members including women, youth, minority members or farmers. Besides council members, representatives of civil society or community-based organizations or community activists are invited to become member of the planning team. During the preparation of the planning exercise facilitators visit the VC/NC and community organizations in order to discuss the participation of all VC/NC members and civil society. The facilitator also discusses and proposes arrangements for the participation of women, minorities, youth and farmers in the program.

Request

The planning methodology is still in development. All comments or suggestions are appreciated. And even more important: all practitioners are challenged to use their own creativity in supporting the development planning in VC/NCs and build upon the basic building blocks presented here.

The LoGo team

2. Overview of the development planning methodology for Village and Neighbourhood Councils

What - subjects	Why - objective	How - tools and instruments	When - duration
DAY ONE			
1. Introduction			
• Getting to know the participants • Objectives of the planning exercise • Program and arrangements	• Creating conditions for the planning exercise	• Recitation of the Holy Quran • Participants introducing themselves • Flipchart with objectives (hand out 1) • Flipchart with overview of program (hand out 2)	9.00 - 9.15 hrs.
2. Context			
• Provincial acts, policies, priorities and strategies	• Orienting the participants on the broader context of development planning in Khyber Pakhtunkhwa	• - Short presentation on the IDS, LGA-2013, Planning and Budgeting guidelines. Flipchart (hand out 3)	9.15 - 9.30 hrs.
• Functions of Village/ Neighbourhood councils	• Exploring the functions of the VC/NC • Understanding the role of VC/NC in development planning	• Function. Ask question: what do you think are the most important functions of the VC/NC? (Small group discussion and plenary presentation). If available use cards. • Flipchart with functions of VC/NC (hand out 4)	9.30 - 10.00 hrs.
3. Conceptual framework			
• Principles of Citizen Engagement in Development Planning		• Short presentation on principles of development planning at VC/NC level (Flipchart: hand out 5)	10.00 - 10.15 hrs.
• Outline of phases of planning methodology	• Having a general overview of the planning methodology	• Presentation of chart with phases of planning (Flipchart and hand out 6)	
4. Phase 1: Preparation			
• Overview steps Phase 1 • Team composition • Frame conditions	• Getting organized for the planning exercise	• Presentation overview steps Phase 1: preparation (Flipchart and hand out 7) • Discussion on team composition: different roles of councillors; village council/ neighbourhood council secretary; CBOs/active community members and work plan (Flipchart and hand out 8 and 9)	10.15 - 10.45 hrs.

1. Introduction

What - subjects	Why - objective	How - tools and instruments	When - duration
		• Presentation and analysis of frame conditions (Flipchart and hand out 10) – Refer to hand out 3.	
Tea break			10.45 - 11.00 hrs.
5. Phase 2: Village/ Neighbourhood development plan			
• Introduction of Phase 2: village/ neighbourhood development plan	• Understanding of objectives and steps for making village/ neighbourhood development plan	• Explanation of objectives of village/ neighbourhood development plan, steps in preparation VC/NC development plan and information needs (Flipcharts and hand out 6, 11 and 12)	11.00 - 11.30 hrs.
Step 1: general village or neighbourhood information • Introduction to village map	• To know about village / neighbourhood council	• Division of participants in three groups (at least one female group) • Explain use and procedure of making sketch maps (Flipchart and hand out 13) • Preparation of sketch maps	11.30 - 12.45 hrs.
Step 1: general village or neighbourhood information • sharing information	• General information needed to identify village or neighbourhood development priorities	• Discussion of village/ neighbourhood maps and select one map for further use • Presentation of relevant secondary information • Check data and gathering additional data (plenary discussion; putting information as much as possible on the village map; other information on flipchart) (Flipcharts and hand out 12)	12.45 - 13.15hrs.
Lunch break			13.15 - 14.15 hrs.
Step 2: identification of social groups/ geographical areas (mohallahs)	• Understanding need to distinguish different social groups/ geographical areas • Information needed to distinguish social groups/ geographical areas • Identification of social groups/ geographical areas	• Presentation of information needs for identification of social groups / geographical areas • Fill out matrix and discuss the social groups/ geographical areas (Flipchart and hand out 14)	14.15 - 14.45 hrs.

What - subjects	Why - objective	How - tools and instruments	When - duration
Formation of interview groups	• Constitute teams for consultation of social groups in different geographical areas ('mohallahs') • Decide on number and arrangements of community meetings	• Discussion on who will consult community (social groups) in specific geographical areas: interview teams. Special attention: female community members. • Use flipchart. • Discussion on number of meetings to conduct and ways to organize community meetings. Use flipchart. • Decide on division of tasks (interviewer, reporter, observer) in planning teams	14.45 - 15.30 hrs.
• Evaluation of the day	• Getting feed back from participants for improvement of planning module • Check lessons learnt with participants	• Learning points • Short discussion	15.30 - 15.45 hrs.
Tea			15.45 - 16.15 hrs.

1. Introduction

What - subjects	Why - objective	How - tools and instruments	When - duration
DAY TWO			
5. Phase 2: Village/ Neighbourhood development plan			
• Overview of day one	• Create atmosphere for working together	• Recitation from the Holy Quran • Re-cap of day one	9.00 - 9.15 hrs.
• Step 3: information from social groups	• Information needed to identify village development priorities from social groups	• Preparation of checklist by interview teams (information to be cross-checked or gathered from different social groups) (hand out 15) • Presentation of checklists by interview teams and plenary discussion of information needs	9.15 - 10.00 hrs.
• Principles for conducting a focus group interview	• Orientation on some principles for collection of field data through a focus group interview	• Presentation and discussion of principles for group interviews (hand out 16)	10.00 - 10.45 hrs.
Tea break			10.45 - 11.00 hrs.
• Consultation	• Consultation of social groups in community	• Community meetings • Use of checklist • Division of roles in interview teams	11.00 - 17.00 hrs. (Or at a time convenient to the social groups! Could also be the evening)

Note: If meetings are conducted in the morning. Time in the afternoon might be used for data analysis, i.e. preparing charts with availability, access, control, and quality of goods and services. See day three.

What - subjects	Why - objective	How - tools and instruments	When - duration
DAY THREE			
5. Phase 2: Village/ Neighbourhood development plan			
• Overview of day two	• Create atmosphere for working together	• Recitation from the Holy Quran • Review of second day • Group discussion	9.00 - 9.15 hrs.
• Reflection on consultation / data collection	• Understand the importance and implications of the consultation process	• Group discussion	9.15 - 9.30 hrs.
• Step 4: data analysis and identification of development options	• Analysis of field data in order to identify problems/ constraints of social groups in their livelihood strategies and development options	• Use of analysis sheets (matrix) (hand out 17) • Arrange information under key issues and availability, control, access and quality • Identify information gaps and decide on ways to fill the gaps	9.30 - 11.00 hrs.
Tea break			11.00 - 11.15 hrs.
• Step 4: data analysis and identification of development options (cntd.)	• Presentation of analysis of field data • Analyse community problems and development options as preparation for VC/NC meeting	• Use of analysis sheets (matrix) (hand out 17) • Arrange information under key issues • Identify information gaps and decide on ways to fill the gaps • Matrix allocating identified interventions to different levels of government ('domains') (hand out 18) • Appraisal matrix of development options belonging to VC/NC domain (hand out 19)	11.15 - 12.45 hrs.
• Step 5: village or neighbourhood development plan	• Consolidation of village or neighbourhood information	• Compilation of all data collected and overview of all community problems (hand out 20)	12.45 - 13.00 hrs.
6. Phase 3: Project selection for ADP/CDLD			
• Preparation of Village or Neighbourhood Council meeting	• Preparation to facilitate VC/NC meeting and decision making on VC/NC priorities	• Draft agenda for meeting (hand out 21)	13.00 - 13.15 hrs.
Luch break			13.15 - 14.15 hrs.

What - subjects	Why - objective	How - tools and instruments	When - duration
• Village/ Neighbourhood Council meeting • Reflection on VC/NC meeting	• Decision making on development priorities and follow-up actions by VC/NC • Evaluate the VC/NC meeting and the use of the information collected during the training program	• Formal meeting of VC/NC with minutes (official invitation by Naib-nazim day before) (see Flipchart and hand out 21) • Use analysis and matrices prepared before • Signing of (draft) minutes • Group discussion (including other planning team members)	14.15 - 14.45 hrs.
7. Phase 4: Project development for ADP/CDLD			
• Discuss next step: Phase 4:	• Ensure follow on actions towards community and ADP	• - Steps for development of VC/NC ADP: • a) integration of VC/NC ADP • b) elaboration of plans • (hand out 22)	14.45 - 15.15 hrs.
8. Evaluation			
• Evaluation of the day/ planning process	• Getting feed back from participants for improvement of module • Check lessons learnt with participants	• Learning points • Short discussion	15.15 - 15.30 hrs.
• Closure	• Agreement on next meeting • Closure	• List follow-on actions. Use flipchart.	15.30 - 15.45 hrs.
Tea break			15.45 - 16.15 hrs.

DAY

ONE

3. Facilitator's Notes

Module 1:
Introduction

What - subjects	Why - objective	How - tools and instruments	When – duration
1. Introduction			
• Getting to know the participants • Objectives of the planning exercise • Program and arrangements	• Creating conditions for the planning exercise	• Recitation of the Holy Quran • Participants introducing themselves • Flipchart with objectives (hand out 1) • Flipchart with overview of program (hand out 2)	9.00 – 9.15 hrs.

1.1 Welcome

Start with the recitation of the Holy Quran. Welcome the participants and introduce yourself with your name.

Introduction of participants

Ask participants to introduce themselves: name, function or activity in the community. Discuss if any group or section of the community is missing, e.g. women, youth, minority. Discuss if somebody of a group/ section not present can be invited as part of the planning team.

1.2 Objectives of the planning exercise

You may start with a short story on learning or on participation in order to create the environment for learning.

Presentation

Objectives of the planning exercise

After the planning exercise the participants

1. Know and understand the role of the VC/ NC in development planning

2. Know and understand the provincial context for development planning, acts, policies and strategic development priorities

3. Know and understand the process of development of the Annual Development Program (ADP)

4. Are able to apply a participatory process for review of VC/NC needs and identification of priorities

5. Identified village or neighbourhood priorities and integrated priorities into the VC/NC ADP and know the mechanism for integration of other priorities in Tehsil, District and Provincial ADPs and CDLD program

Write the objectives on a flipchart (see hand out 1)

1. Role of VC/NC in development planning

2. Provincial Acts, Policies and Strategic Development Priorities

3. Annual Development Program (ADP)

4. Participatory identification of VC/NC priorities

5. Integration of priorities in ADP at different levels (VC/NC, T, D, P, CDLD)
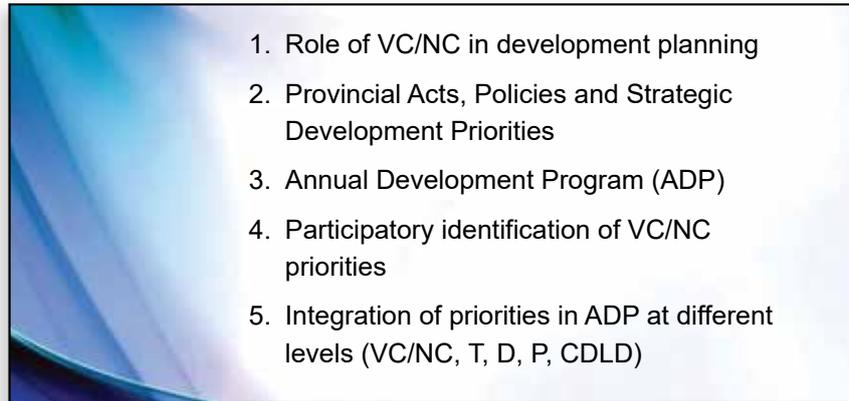
1.3 Program and arrangements

Presentation

The program can be presented as a 'winding road' on a flipchart (see picture and hand out 2). The flipchart can be referred to in the program regularly. The winding road indicates the structure of the planning process, i.e.

Module 1: Introduction

Module 2: Context

Module 3: Concepts of citizen engagement in development planning

Module 4: Phase 1: Preparation

Module 5: Phase 2: Village/Neighbourhood Development Plan

Module 6: Phase 3: Project selection for ADP / CDLD

Module 7: Phase 4: Project development for ADP/CDLD, Phase 5: Implementation, Phase 6: Reporting, monitoring and evaluation

Module 8: Evaluation of planning process

In these three days we will focus on Phase 1 - 3. Phase 4 - 6 will need further elaboration in the months after the initial identification process.

Presentation and discussion

Discuss and agree on meeting rules. Write them down on a flipchart:

• Right to ask and give opinion: views and opinions of all participants count

• No use of mobile phones during the sessions

• Timing of sessions and breaks (tea; lunch and prayers)

• Right to indicate if energy levels of participants go down and do an energizer (game; story; joke)

Add rules that are suggested by the participants.

Materials needed for Module 1

• Flipchart stands (e.g. two)

• Pre-prepared Urdu flipcharts with summary of hand out 1 and 2

• Small cards

• Markers, preferably with different colours (about 10 – 15)

• Pin board with pins

• Pre-prepared brown sheets of the right size (usually two sheets glued together) on both sides of pin boards and spares as well for drawing.

• Notebooks and pens for the participants
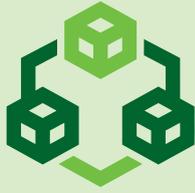
Context

What - subjects	Why - objective	How - tools and instruments	When - duration
2. Context			
• Provincial acts, policies, priorities and strategies	• Orienting the participants on the broader context of development planning in Khyber Pakhtunkhwa	• Short presentation on the IDS, LGA-2013, Planning and Budgeting guidelines. Flipchart (hand out 3)	9.15 - 9.30 hrs.
• Functions of Village/ Neighbourhood councils	• Exploring the functions of the VC/NC • Understanding the role of VC/NC in development planning	• Function. Ask question: what do you think are the most important functions of the VC/NC? (Small group discussion and plenary presentation). If available use cards. • Flipchart with functions of VC/NC (hand out 4)	9.30 - 10.00 hrs.

2.1 Provincial acts, policies, priorities and strategies

Presentation

Give a short presentation on some broader provincial acts, policies, priorities and strategies relevant to development planning in Khyber Pakhtunkhwa (hand out 3). Write them on a flipchart.

1. IDS = Integrated Development Strategy

2. RTS = Right to Public Service Act

3. RTI = Right to Information Act

4. ECA = Ehtesab Commission Act

5. LGA = Local Government Act

6. CDLD = Community Driven Local Development Policy

Background note for presentation on context

Provincial acts, policies and strategies inform development planning in KP at local government level. We will briefly describe some of them.

The Integrated Development Strategy (IDS) 2014 - 2018 states that good governance is the most important challenge for development. Building institutions and promoting civil, economic and social rights of the people are core activities of the government. This focus is reflected in the acts that we will discuss. In terms

of development priorities the IDS emphasizes gender-equitable education, health, transparent governance and efficient justice and policing administration. It also highlights the importance of economic growth and job creation through increasing productivity using instruments like infrastructural development and exploitation of energy sources. Citizen participation is seen as an important strategy for effective service delivery by government institutions. The development planning methodology is based on and elaborated in view of this strategy of citizen engagement.

As a first step a «Charter of Good Governance Legislative Framework» was prepared and a few landmark laws were enacted through the Provincial Assembly, which inter-alia included the KPK Right to Public Services Act 2014. The sole objective of this law is to improve public service delivery. The law provides for:

1. Time bound delivery of public services to citizens.

2. Making government functionaries liable to penalty if they fail to provide services to citizens in a timely and transparent manner.

3. Compensation to citizens for not having received the desired service in the prescribe time limit.

Monitoring Mechanism

For monitoring the delivery of notified public services throughout the province, a computerized Performance Management System (PeMS) has been developed and put in place. Through this system department wise service delivery feedback is received from all the 26 districts of KPK on fortnightly basis, and data entered in the PeMS. A link has also been provided to the Chief Secretary so that public service delivery is evaluated and remedial measures taken thereof.

The Right to Information Act (RTI) basically means that a citizen can ask for information from public bodies. This could be information about the services public bodies provide, about their staff, about how much money they

have and how they spend it, and much more. RTI is based on the principle that information belongs not to the government, but to the people. RTI makes government institutions more transparent.

The Ehtesab Commission Act is directly linked to the RTI. The Ehtesab commission is guarding the accountability of government institutions and individuals working in those institutions. Ehtesab Commission has been established through an Act of KP Provincial Assembly, 2014 as an independent and autonomous body for the purpose to combat corruption and to restore public trust in the Govt. and its institutions responsible for the development and delivery of services to common man and to ensure to retrieval of already embezzled resources. Initially the Commission will focus on prevention, detection, processing and bringing the accused to task. The area of jurisdiction of the Commission includes: organizations, public service officials, politicians and the citizens involved in malpractices which result loss to the Govt. exchequer. Realizing this menace, Ehtesab Commission was established for good governance to create an effective institutional structure for the prevention of corruption and corrupt practices and to hold accountable all public office holders, accused of such practices.

With the implementation of the Local Government Act 2013 (LGA) almost 3,500 local governments were created in KP at village, neighbourhood, tehsil and district levels. About 44,000 people were elected in local councils. Moreover local governments can decide about the spending of approx. 30% of the provincial development budget. The LGA allows local councils to identify their development priorities and monitor the implementation of investment projects.

The Community Driven Local Development Policy 2013 envisages the identification of community needs through participatory bottom-up planning. It is based on the concept that active involvement of local communities improves the coverage, quality

and sustainability of service delivery by the government. The CDLD policy is underpinning the need for a participatory planning approach.

Other relevant provincial guidelines specify the operations of the VC/NC. They include:

• VC/NC Rules of Business

• Budget Rules 2016

• P&D ADP Guidelines 2015

These rules and guidelines will be dealt with later on.

2.2 Functions of the Village and Neighbourhood Councils

Exercise

Divide the participants into small groups (about 4-5 people). Ask the groups to discuss the functions of the VC/NC and write each function on one card (about 20 minutes). Stick the cards on a flipchart or pin-board, asking the groups to present the cards and discuss them in a plenary session. Similar cards can be grouped together. (About 15 minutes)

If small cards are not available, ask the participants to discuss in small groups and write down the suggestions on a flipchart after the discussion.

Presentation

After the plenary discussion give a short presentation on the functions of the VC/NC (see hand out 4). (About 15 minutes)

Background note for presentation on functions of VC/NC

The main functions of the VC/NC as per the Local Government Act 2013 and the Rules of Business are:

• Monitor and supervise the performance of functionaries of all government offices located in the area of the Council;

• Births, deaths and marriages registration;

• Implement and monitor village level development works;

• Improve water supply sources, maintain water supply distribution system and take measures to prevent contamination of water;

• Maintain village level infrastructure, footpaths, tracks, streets; prevent and abate nuisances and encroachments in public ways, public streets and public places;

• Maintain and improve collective property including playgrounds, graveyards, funeral places, Eid-Gah, parks, public open spaces and community centers;

• Identification of development needs of the area for use by municipal administration and district government in prioritizing development plans;

• Develop sites for drinking and bathing and grazing of cattle;

• Consider and approve annual budget presented by its Nazim.

Focus on the function of VC/NC 'identification of development needs of the area for use by municipal administration and district government in prioritising development plans' (the Local government Act 2013, section 29 (h)). Explain that the planning exercise is focusing on this function. The VC/NC will identify the development needs, both for inclusion in its own Annual Development Program and for the Tehsil/Municipal and District Annual Development Programs.

Materials needed for Module 2

• Flipcharts (e.g. two): pre-prepared Urdu flipcharts with summary of hand out 3 and 4

• Small cards

• Markers, preferably with different colours (about 10 – 15)

• Pin board with pins

• Pre-prepared brown sheets of the right size (usually two sheets glued together) on both sides of pin boards and spares as well for drawing.

• Notebooks and pens for the participants

Module 3:
Conceptual framework

What - subjects	Why - objective	How - tools and instruments	When - duration
3. Conceptual framework			
• Principles of Citizen Engagement in Development Planning		• Short presentation on principles of development planning at VC/NC level (Flipchart: hand out 5)	10.00 - 10.15 hrs.
• Outline of phases of planning methodology	• Having a general overview of the planning methodology	• Presentation of chart with phases of planning (Flipchart and hand out 6)	

3.1 Principles of development planning at VC/NC level

Presentation

Present the principles of development planning at VC/NC level (see hand out 5).

1. Participation

2. Gender equity

3. Provincial and district policies and development priorities

4. Guidelines for the Annual Development Programme (ADP) (P&D Department) and Budget Call Circular (Finance Department)
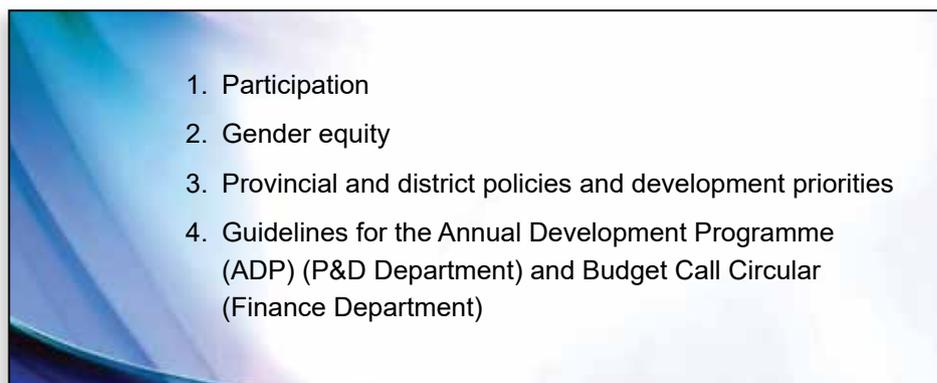
Briefly discuss the principles 'participation' and 'gender equity'. The other principles we will discuss in the program in the next days.

3.1.1 Principle 1: Participation and planning

Exercise

Ask the participants to discuss with their neighbours about the three most important benefits of participation (two or three people). (about 5 minutes). Discuss the suggestions in a plenary session and put them on a flipchart.

An alternative exercise, if time is available could be the following:

Exercise

Discuss first in a plenary session the experience of the participants with participation in projects implemented in their community. Ask for a number of projects and select one. Ask and probe about the involvement of the community in the identification, formulation, implementation, management, operation and maintenance of the project. Try to find out if participatory tools were used. Also, ask about

the current status of the activity and the effects (= who benefits?) of the project on different community members (including women and marginalised groups). It is also interesting to discuss a project that went wrong and the reasons for it. (About 15 minutes)

Presentation

Conclude with a short presentation of the benefits and required attitude for participation (About 15 minutes)

Benefits of participation

1. Multiple perspectives
2. Effectiveness of interventions
3. Efficiency of interventions
4. Sustainability of interventions

Background note for presentation on participation

General

'Participation' implies involvement of different social groups (sections; khails; men and women etc.) in a village or neighbourhood in the identification of priorities for development. Involvement of all social groups does not mean that these groups take the decisions on priorities. It is up to the village/neighbourhood council to take decisions on the development priorities. However, the council members consult the various groups so that they are aware of their needs and can take an informed decision. In this way 'participation' contributes to a more adequate decision on development priorities. Consultation of citizens is also one of the requirements mentioned in the Local Government Act as democratic principle, as well as the Integrated Development Strategy of the province and the planning guidelines of the P&D Department. Various participatory tools can be used for consultation.

Benefits of participation

1. Multiple perspectives
   Understanding that different people may have a different understanding of the same thing. Another perspective is not right or wrong. It is different. It is important to understand that differences exist.

2. Effectiveness of interventions
   Local knowledge, skills and resources can be mobilised through involvement of the community. People know local environmental conditions and for example local species and uses. Involvement of the community reduces the possibility of mistakes because interventions are adapted to the local situation.

3. Efficiency of interventions
   Local knowledge and skills help to minimise waste and obtain results with limited investments. Local monitoring discourages undue use of resources and promotes accountability for activities at local level.

4. Sustainability of interventions
   The community takes more interest in interventions in cases where they have contributed to the realisation of the interventions. They take responsibility for the operation and maintenance. Local communities have, moreover, greater stability and continuity than governments.

Attitude for participation

Participation starts with a genuine positive attitude. It implies the personal conviction that

• Everybody counts

• Everybody's view counts

• Encourage everybody to contribute

• Willingness to listen, share and question

• Transparency

Remember

A positive attitude towards participation is more important for a successful approach than the participatory tools!
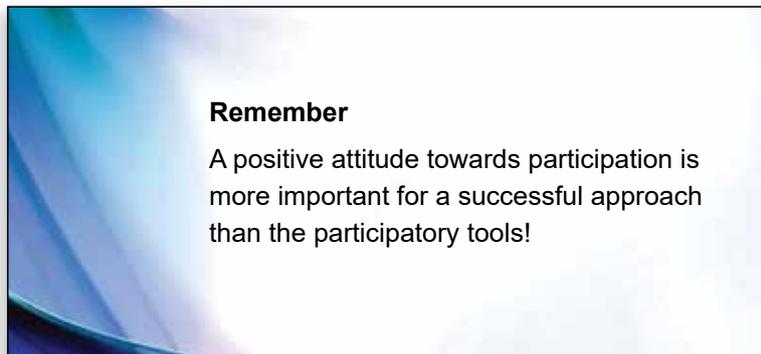
3.1.2 Principle 2: Gender equity

Discussion

Build upon the previous discussion on participation in community projects. Discuss the role of gender in these projects and the effects on women and men. Ask about a recent community project. Ask about the involvement of men and women in the design, implementation, operation and maintenance, monitoring and evaluation. Ask:

• Who decides?

• Who does the operation and maintenance?

• Who gets the benefits?

Presentation

Conclude with a short presentation on gender equity.

Background note for presentation on gender equity

General

The consultation process is based on

gender equity. This implies that both men and women are consulted about their development priorities. Similarly, the effect of possible priorities on men and women are taken into account in the decision-making on development priorities. Gender equity is a crosscutting issue mentioned in the provincial Integrated Development Strategy and the planning guidelines of the Planning & Development Department.

Important aspects of gender equity

• Recognition that both men and women have their own role to play in the livelihood strategy of a family

• Both men and women are consulted about their development priorities. They may not have the same development priorities.

• The effect of development priorities both on men and women are analysed and taken into account in decision-making

• The Village and Neighbourhood Councils take decisions on development priorities including those important for women

3.2 Phases of development planning for VC/NC

Presentation

Briefly present the phases of planning and explain that the focus of these three days lies with phases 1 to 3. The other phases will be completed in the months after the identification of development priorities. (See hand out 6).

Phases of Development Planning for VC/NC

Phase 1: Preparation

Phase 2: VC/NC Development Plan

Phase 3: Project selection for ADP/CDLD

Phase 4: Project development for ADP/CDLD

Phase 5: Implementation

Phase 6: Reporting, monitoring and evaluation

Materials needed for Module 3

- Flipcharts (e.g. two): pre-prepared Urdu flipcharts with summary of hand out 5 and 6

- Small cards

- Markers, preferably with different colours (about 10 – 15)

- Pin board with pins

- Pre-prepared brown sheets of the right size (usually two sheets glued together) on both sides of pin boards and spares as well for drawing.

- Notebooks and pens for the participants

Module 4: Phase 1:
Preparation

What - subjects	Why - objective	How - tools and instruments	When - duration
Module 4: Phase 1: Preparation			
• Overview steps Phase 1 • Team composition • Frame conditions	• Getting organized for the planning exercise	• Presentation overview steps Phase 1: preparation (Flipchart and hand out 7) • Discussion on team composition: different roles of councillors; village council/ neighbourhood council secretary; CBOs/active community members and work plan (Flipchart and hand out 8 and 9) • Presentation and analysis of frame conditions (Flipchart and hand out 10) – Refer to hand out 3.	10.15 - 10.45 hrs.
Tea break			10.45 - 11.00 hrs.

4.1 Overview of steps in phase 1: preparation

Presentation

Briefly indicate the activities in Phase 1 as indicated on the flipchart. (See hand out 7)

Phase 1: Preparation

1. VC/NC meeting with community organizations/activists
2. Formation of planning team
3. Prepare work plan
4. Identify frame conditions
5. Collect background information
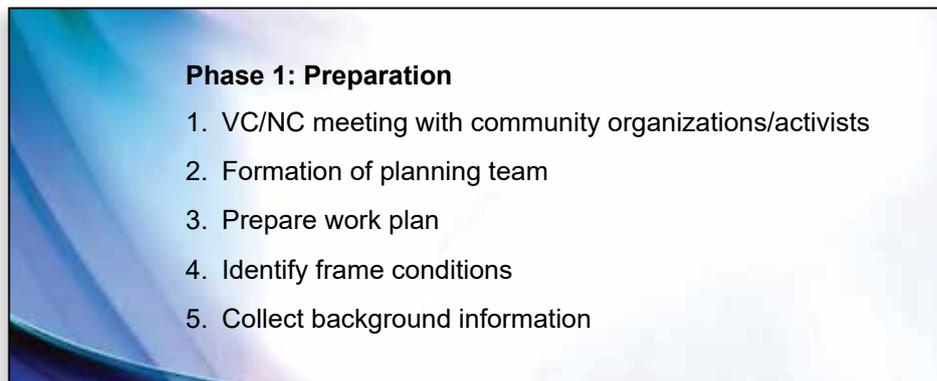
4.2 Planning team

Presentation

Start by asking the participants what should be the tasks of the planning team. Next ask who should be members of the planning team. Explain the role and composition of the planning team (see hand out 8)

Background note for presentation on planning team

The role of the planning team is to identify development priorities of the VC/NC through analysis of the situation of the VC/NC and consultation of social groups/sections including women in different mohallahs/ bandas or geographical areas of the VC/NC. The planning team gives advice and presents

its results to the VC/NC for decision-making on development priorities, development of projects and inclusion of those priorities in the Annual Development Program (ADP) at VC/NC level. Other priorities may need lobbying for inclusion in Tehsil, District or even Provincial level ADPs.

The VC/NC takes a decision on starting the planning exercise and on the composition of the planning team based on a proposal of the Nazim and Naib-Nazim. The planning team consists of councillors, representatives of community-based organizations (e.g. social welfare organizations) and some active community members (including women and representatives of minority groups, youth, farmers or private sector). It is important to have a team that will be able to reach out to all sections in the community. Especially, community organizations may have valuable knowledge and understanding of (parts) of the community and ways to reach out to (especially vulnerable) community members.

After the decision of the VC/NC the Nazim and Naib-nazim together with VC/NC secretary invite team members. Ideally the team consists of about 15 – 20 people. The VC/NC secretary is the person to technically support the planning exercise.

Planning team

Role
- Identify development priorities
- Consultation of community
- Advice to VC/NC

Composition
- Councillors
- Representatives of CBOs
- Active community members
- VC/NC secretary

4.3 Work plan

Presentation

The planning team has to prepare a work plan (see hand out 9). In the situation that an outside facilitator supports the planning process, he/she presents the work plan (or summary of the work plan on a flipchart). The work plan gives an overview to the participants of what is expected of the planning team.

Flipchart or powerpoint sheet

What	When	Who
Phase 1: Preparation	August/ September	
1. Constitution of planning team		VC/NC
2. Identify frame conditions		Secretary
3. Collect secondary/background data	Continuous	Secretary
4. Phase 2: VC/NC Development Plan	Continuous	
1. Identify social groups and specific areas	September/October	Planning team
2. Arrange meetings with social groups		Planning team
3. Prepare village / neighbourhood development plans		Planning team
4. Phase 3: Project selection for ADP/CDLD	October	
1. Prepare VC/NC meeting: analyse community problems and development options		Planning team
2. VC/NC meeting on village/neighbourhood agenda		VC/NC
3. Feed-back to social groups		VC/NC
4. Phase 4: Project development for ADP/CDLD		
1. Identify potential concrete projects	December	VC/NC
2. VC/NC meeting on draft ADP	December	VC/NC
3. Submit priorities through ADLG for PC-1 preparation	December	Nazim
4. Initiate process for CDLD project development	When published	CBO – VC/NC
5. Lobby with Tehsil and District Councillors	December	Nazim / Nazb - Nazim
6. Filing of collected information, application forms, concept-notes	January	VC secretary

4.4 Frame conditions

Presentation

Explain the meaning of term 'frame conditions'. Frame conditions specify the requirements that need to be met when preparing the ADP. Activities undertaken or plans prepared outside the prescribed framework (contents = type of projects), prescribed shape (formats) and procedures (e.g. tendering regulations) might not be approved.

Present the frame conditions for the planning exercise (see hand out 10 for background information), i.e.

• LGA 2013/Rules of Business: functions of the VC/NC

• Policy priorities: relevant issues in the provincial Integrated Development Strategy and if available District Priorities

• Planning Guidelines of the P&D

Department and Budget Rules of the the Finance Department (incl. budget limits).

Put emphasis on the planning guidelines, especially the notification of the LGE&RDD of 6 May 2016 that provides on overview of the type of projects that may be financed out of the VC/NC ADP. Explain that projects on issues on other than those mentioned in the notification will need to be financed from other sources, e.g. Tehsil. District, Province, Federal level, CDLD funds.

Explain the planning cycle of the provincial and district ADP, starting in November and ending in June. Discuss the importance of the ADP for the VC/NC: access to development funds at VC/NC level but also preparation for inclusion of projects in ADPs at Tehsil, District and perhaps Provincial level. Presentation of community problems/development options should be according to the P&D Department Guidelines.

Frame conditions

1. LGA 2013/ Rules of Business

2. Provincial policies: Integrated Development Strategy and CDLD policy

3. District Priorities (if available)

4. P&D planning guidelines and Budget Rules

Background note for presentation on Frame Conditions

1. The KP Integrated Development Strategy

Generally, the IDS focuses on

• Economic growth in order to provide jobs

• Social services (education; health; drinking water supply; sanitation)

• Infrastructure (access roads to markets; energy; irrigation)

• Accountability

• Citizen participation

2. The Community Driven Local Development Policy 2013

Envisages the identification of community needs through participatory bottom-up planning. It is based on the concept that active involvement of local communities improves the coverage, quality and sustainability of service delivery by the government. The CDLD policy is underpinning the need for a participatory planning approach.

3. P&D Planning Guidelines for ADP

ADP guidelines 2015 including prescribed formats for district ADPs

4.3 Each Tehsil/Town Municipal Administration/ VC/NC

Shall prepare its own Annual Development Programme in line with Section 22(c) of the Act to ensure that the resources transferred to them are utilized only for the purpose of development. Both in design of District ADP as well as for proposed interventions in sectoral ADP having a localized character, Divisional and District Administrations are expected to ensure adherence to processes of needs analysis, evidence-based planning and stakeholder consultation.

According to the notification of the LGE&RDD of 3rd May 2016 the development portfolio of the Village and Neighbourhood Councils has been mandated in the following sectors:

1. General cleanliness of the villages by making arrangements for garbage collection and concerned TMA shall be responsible for its transportation to the dumping ground for disposal;

2. Projects for improvement and maintenance of sanitation, drainage and sewerage system at local level;

3. Execution of village level development works including improvement of water supply sources, maintenance of water supply distribution system and prevention of contamination of water;

4. Organization of sports, cultural and recreational activities;

5. Maintenance of village level infrastructure, footpaths, tracks, streets, pavement, culverts, bridges, public buildings and de-silting of canals; and

6. Maintenance of playgrounds, graveyards, funeral places, eidgahs, parks, public open spaces and community centres.

ADP timeframe (based on past/current experience)

1	Notification from province to district	November
2	Notification from District Finance and Planning to ADLG	November
3	Notification from ADLG to VC/NC	November
4	Preparation of VC/NC ADP and elaboration of plans (PC-1s)	December - June

VC/NCs may identify their potential interventions (projects) the whole year round with an emphasis on the period between August and December before submission for inclusion of the draft ADP.

4. Budget Rules

The Finance Department has issued Budget Rules. In the Budget Rules the financial rules of the game for development planning are stipulated. The Budget Rules have a budget calendar that has to be considered together with the P&D Planning Guidelines. It follows a similar time frame as the ADP guidelines. The VC/NC budget itself is announced after the Budget Session in the Provincial Parliament that takes place in June of each year.

4. District Priorities

District priorities may be spelled out in a District Development Plan, if available.

Materials needed for Module 4

• Flipcharts (e.g. two): pre-prepared Urdu flipcharts with summary of hand out 7, 8, 9, 10

• Markers, preferably with different colours (about 10 – 15)

• Pin board with pins

• Pre-prepared brown sheets of the right size (usually two sheets glued together) on both sides of pin boards and spares as well for drawing.

• Notebooks and pens for the participants

What - subjects	Why - objective	How - tools and instruments	When - duration
Module 5: Phase 2: Village/ Neighbourhood Development Plan			
• Introduction of Phase 2: village/ neighbourhood development plan	• Understanding of objectives and steps for making village/ neighbourhood development plan	• Explanation of objectives of village/ neighbourhood development plan, steps in preparation of village/ neighbourhood development plan and information needs (Flipcharts and hand out 6, 11 and 12)	11.00 - 11.30hrs.
Step 1: general village or neighbourhood information • Introduction to village map	• Understanding the village/ neighbourhood	• Division of participants in three groups (at least one female group) • Explain use and procedure of making sketch maps (Flipchart and hand out 13) • Preparation of sketch maps	11.30 - 12.45 hrs.
Step 1: general village or neighbourhood information • Sharing information	• General information needed to identify village or neighbourhood development priorities	• Discussion of village/ neighbourhood maps and select one map for further use • Presentation of relevant secondary information • Check data and gathering additional data (plenary discussion; putting information as much as possible on the village map; other information on flipchart) (Flipcharts and hand out 12)	12.45 - 13.15hrs.
Lunch break			13.15 - 14.15 hrs.
Step 2: identification of social groups/ geographical areas (mohallahs)	• Understanding need to distinguish different social groups/ geographical areas • Information needed to distinguish social groups/ geographical areas • Identification of social groups/ geographical areas	• Presentation of information needs for identification of social groups / geographical areas • Fill out matrix and discuss the social groups/ geographical areas (Flipchart and hand out 14)	14.15 - 14.45 hrs.
• Formation of interview groups	• Constitute teams for consultation of social groups in different geographical areas ('mohallahs')	• Discussion on who will consult community (social groups) in specific geographical areas: interview teams. Special attention: female community members.	14.45 - 15.30 hrs.

What - subjects	Why - objective	How - tools and instruments	When - duration
	• Decide on number and arrangements of community meetings	Use flipchart. • Discussion on number of meetings to conduct and ways to organize community meetings. Use flipchart. • Decide on division of tasks (interviewer, reporter, observer) in planning teams	
• Evaluation of the day	• Getting feed back from participants for improvement of planning module • Check lessons learnt with participants	• Learning points • Short discussion	15.30 - 15.45 hrs.
Tea			15.45 – 16.15 hrs.

5.1 Introduction to village or neighbourhood development plan

Presentation

Briefly present the objectives and activities of this phase. See hand out 11 and 6. Discuss the importance of a good understanding of the village or neighbourhood before identifying community problems. A village or neighbourhood profile gives a deeper understanding of the situation of the community. It may lead to the identification of opportunities 'unseen' before or reformulation of apparent problems.
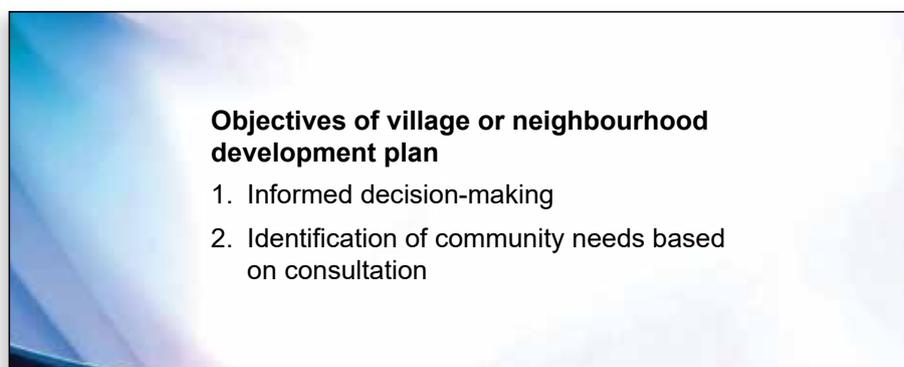
Objectives of village or neighbourhood development plan

1. Informed decision-making

2. Identification of community needs based on consultation

> **Phase 2: Village or Neighbourhood Development Plan**
>
> Step 1: General village data
>
> Step 2: Identify social groups in specific areas
>
> Step 3: Consult social groups
>
> Step 4: Analyse information
>
> Step 5: Prepare village profile and development plan

Presentation

Give an overview of the main subjects on which information is going to be collected (see hand out 12).

> 1. Map
> 2. History
> 3. Social or community structure and organizations
> 4. Education
> 5. Health
> 6. Natural resources
> 7. Community infrastructure
> 8. Finance
> 9. External organizations

5.2 Step 1: general village or neighbourhood information: village or neighbourhood map

Exercise

Explain the value of the use of a map for analysis of the information of the community and indication of projects. Divide the participants into three or four groups. At least one group should be a female group. Request the participants to make a sketch map of the village or neighbourhood. On the map the main features of the village or neighbourhood are given: boundaries, roads, rivers and streams, houses, schools, health posts, mosques, agricultural fields, hillsides, grazing areas, water supplies etc. An example can be shown (see picture). Participants can make their own index. Put the names of the ones

who prepared the map on it . The exercise may be completed at home.

Background note for presentation on village or neighbourhood map (see hand out 13)

The village or neighbourhood map prepared by community members, show what community members perceive as important features or aspects of their community. For example, experience has shown that women rather draw a map of their mohallah (their direct living environment) than of the complete village area. The map is a good instrument for a discussion on the situation in the village or neighbourhood and for crosschecking information. It can be referred to during the planning exercise.

Main features on the map

- Housing area

- Business/shopping areas

- Mohallahs/hamlets

- Farm fields (irrigated/rain fed)

- Forest/rangeland/alpine areas

- Shamilat (communal land)/protected forest

- Rivers, streams, nallahs, lakes

- Roads/paths

- Wells

- Major buildings (offices; schools; health facilities; mosques, graveyard, Eidgah etc.)

5.3 Step 1: General Village or Neighbourhood Information: sharing information

Exercise

The different groups present their sketch maps of the village. Make sure that all maps are presented and all participants are praised for their efforts. Conclude on differences in emphasis or focus in each map (e.g. whole village/neighbourhood area or only one 'mohallah') and link these differences with perspectives of participants on their living areas.

Take and agree on one of the sketch maps as 'work map'.

Next, discuss relevant key issues of the checklist of general village or neighbourhood profile data (see hand out 12). It is important to keep a holistic perspective of the community and not only focus on one issue (such as for example community infrastructure). As much as possible, put all information coming out of the plenary discussion on the map. Other information can be put on the flipchart/pin-board.

Tips

Some tips for the discussion:

- Crosscheck available secondary data with participants.

- Make a timeline for the history of the village/neighbourhood/area (draw a vertical line on the flipchart/pin-board and put years and events along the line).

- Do not get involved in discussions on 'quantities' that cannot be verified. Rather, leave this information open and discuss that this information may be collected from line agencies or the community itself at a later stage. Sometimes ranking, e.g. on the availability of services in different areas, may be sufficient. Also point out on the map where these services are located as well the condition of these services.

- Characteristics of poor, middle or rich households can be discussed. People in defined areas can be ranked according to their income status (or any other relevant criteria such as tribes / khails or occupations).

- Concentrate on facts and the actual situation. Try to avoid a discussion on problems at this stage.

5.4 Step 2: Identification of Social Groups and Specific Geographical Areas

Exercise

Explain that for the consultation process it is important to distinguish different areas and social groups, i.e. khails, minorities, zaat etc . In each geographical area people may have their own ways of making a livelihood and different development options or needs. For example, a main village can have 'urban' characteristics with people working business or services, whereas a banda or hamlet may have more 'rural' characteristics with farming or livestock keeping as dominant economic activities.

Based on the discussion in step 1 above and the information put on the map, distinguish different geographical areas and social groups. Combine the information in the matrix below. Indicate if a specific section (social group) is dominant in a specific area. It will be important to make sure that all sections will be present during the consultation, i.e. community meetings. After having prepared a general picture of the village or neighbourhood discuss if there are 'logical' clusters of settlements or groups of houses that can be considered a unit. Also, discuss the type of people ('social groups') that live in these particular areas, e.g. different clans, occupational groups or minorities. Decide if some areas can be grouped together or if more meetings need to be held in a specific area/mohallah. Prepare the matrix geographical areas and social groups (see hand out 14 matrix below).

Matrix for identification of 'social groups' to be interviewed

	Section 1	Section 2	Section 3	....
Area/Mohallah 1				
Area/Mohallah 2				
Area/Mohallah 3				
Area/Mohallah 4				
…………………..				

Note: Tick the relevant cells and discuss if sections/areas can be grouped together for groups interviews

5.5 Formation of interview groups

Exercise

Based on the matrix of social groups and geographical areas, constitute interview teams that will consult the community in these specific areas or units. At least one female team should be made. The interview team will ideally be composed of at least three persons: one interviewer, one reporter and one observer. The team should consist of at least 2 councillors. In this way the council is well represented in the consultation process and visible for the community. Preferably, councillors should not visit their

own mohallah (quarter). In such a way they get a broader understanding of the problems in the village or neighbourhood. The interview team discusses how they will announce and organize the meetings. It might be advisable to announce a meeting in the local mosque or through visiting some 'hujras'. In any case the time and place of meeting should be carefully selected. They should be convenient to the community members and easily accessible. It should be locations where people feel comfortable and free to discuss. Sometimes meetings may be organized in a hujra at night, sometimes in a mosque after prayers, or sometimes in a private house. Use the matrix below to divide the tasks (hand out 14).

Matrix for division of labour between members of planning team

Area / Section	Names of members planning team who will conduct group interview	Remarks: Organizer of meeting (team leader)
1.		
2.		
3.		
4.		
5.		

Matrix with meetings, meeting place and time

Area/Section	Meeting place	Meeting time
1.		
2.		
3.		
4.		

5.6 Reflection and evaluation

Exercise

Each planning day ends with a short reflection. All participants are asked to mention at least one point that they have learnt during the day. Also, they may give any other comment or ask any question. Write the points mentioned on a flip chart.

Materials needed for Module 5

• Flipcharts (e.g. two): pre-prepared Urdu flipcharts with summary of hand out 6, 11, 12, 13 and 14

• Markers, preferably with different colours (about 10 - 15)

• Pin board with pins

• Pre-prepared brown sheets of the right size (usually two sheets glued together) on both sides of pin boards and spares as well for drawing

• Notebooks and pens for the participants

DAY
TWO

Module 5: Phase 2:
Village / Neighbourhood Development Plan

What - subjects	Why - learning objective	How - tools and instruments	When - duration
Module 5: Phase 2: Village/ Neighbourhood Development Plan			
• Overview of day one	• Create atmosphere for working together	• Recitation from the Holy Quran • Re-cap of day one	9.00 - 9.15 hrs.
Step 3: information from social groups	• Information needed to identify village development priorities from social groups	• Preparation of checklist by interview teams (information to be cross-checked or gathered from different social groups) (hand out 15) • Presentation of checklists by interview teams and plenary discussion of information needs	9.15 - 10.00 hrs.
• Principles for conducting a focus group interview	• Orientation on some principles for collection of field data through a focus group interview	• Presentation and discussion of principles for group interviews (hand out 16)	10.00 - 10.45 hrs.
Tea break			10.45 - 11.00 hrs.
• Consultation	• Consultation of social groups in community	• Community meetings • Use of checklist • Division of roles in interview teams	11.00 – 17.00 hrs. (Or at a time convenient to the social groups! Could also be the evening)

Note: If meetings are conducted in the morning. Time in the afternoon might be used for data analysis, i.e. preparing charts with availability, access, control, and quality of goods and services. See day three.

5.7 Overview of day one

Start with the recitation of the Holy Quran. Briefly, ask and discuss what has been done on day one. Write issues on a flipchart.

5.8 Step 3: Consultation of Social Groups in Specific Geographical Areas

Exercise

Checklist for consultation
Each interview team discusses which key issues it would like to explore and discuss with the specific social groups. The interview team can use the checklist based in hand out 15 and flipchart below to identify relevant subjects. In addition to general facts, the discussion with social groups may focus on availability, access to, control of and quality of goods and services (e.g. to health and education services) and specific conditions (e.g. conditions of roads; soil erosion). Important is that the interview team keeps a holistic, integrated perspective in their checklist and does not only focus on 'presumed' problems in a specific area. After the consultation the interview team should have a good idea about the situation regarding the living and working conditions of all social groups (and women) in the specific area.

After the preparation of their checklists for consultation the interview teams exchange the issues that they want to raise during consultation. Based on the discussion checklists may be adjusted.

Key issues

- Community structure (sections; community organizations)
- Health issues related to male and female
- Education
- Natural resources (agriculture; livestock areas; forest; lakes/rivers)
- Community infrastructure (roads; paths; water supply; sanitation and waste disposal; playgrounds; parks)
- Financial resources
- External organizations (government; NGOs)
- Development problems and options

Key points to be discussed

- Availability
- Access
- Control
- Quality
- Development options (solutions)

Presentation

Principles for a community meeting (focus group discussion)

Give a presentation on the agenda and the way a group discussion can be conducted. See hand out 16 and flipcharts below.

Agenda of the consultation meeting

1. Welcome and introduction of interview team and participants
2. Objectives (expectation management!)
3. Consultation: asking questions (understanding the situation)
4. Closure (explanation on what to do with information and agree on feedback to the community)

The interview team should be aware that they raise expectations by their presence and by asking questions about the situation of the community. The community members may feel that all problems will be tackled and solved by the VC/NC whereas many problems do not fall under the responsibility of the VC/NC. Therefore, it is necessary to address this issue up front in the meeting and be clear about the functions, responsibility and limitations of the VC/NC. Use a story to illustrate the expectations and attitude of elected councillors.

Example of a story

A politician was giving a speech on a square full of people. He started to promise all kind of things, like a bridge. The audience kept silent. The politician was surprised and asked why everybody kept silent. Someone raised his hand and said: 'Sir, you promised us a bridge, but we don't have a river.' The politician was silent for a moment. Then, he continued: 'I promise you a river!'

Guidelines for group discussion

- LISTEN, LISTEN, LISTEN

- Ask open questions: WHAT, WHO, WHERE, WHEN, WHY, HOW

- Manage expectations

Background note on consultation

The consultative meetings take place at a location and time convenient to the community members. In the planning schedule one morning and afternoon has been reserved. However, the timing has to be adjusted to local realities, e.g. evenings. It might be even that the consultation process will be spread over two days. Interview groups might actually organize more than one meeting to cover the full village. Regarding women, the program has to be adjusted to what is really possible. It will be very difficult to cover women of all sections and areas during a three day planning program. After the program more meetings can be organized with women of the community. These meetings may be included in the follow-on actions at the end of the training.

It is recommended that participants actually go to the different areas and social groups that were distinguished during the training exercise and not invite the different social groups to one central location. It is important to give a signal to the community that the councillors and other members of the planning team are really interested in getting to know the situation of all community members, and that they are taking their own 'representative roles' seriously. Moreover, it enables more community members to participate in the consultative meetings.

The facilitators can visit the various meetings as observers. It is important that the councillors and planning team members themselves conduct the meetings, both to build their capacity as well as to increase their visibility.

Materials needed for Module 5

- Flipcharts (e.g. two): pre-prepared Urdu flipcharts with summary of hand out 15 and 16

- Village or neighbourhood map

- Markers, preferably with different colours (about 10 - 15)

- Pin board with pins

- Pre-prepared brown sheets of the right size (usually two sheets glued together) on both sides of pin boards and spares as well for drawing

- Notebooks and pens for the participants

DAY

THREE

Module 5: Phase 2:
Village / Neighbourhood Development Plan

What - subjects	Why - learning objective	How - tools and instruments	When - duration
Module 5: Phase 2: Village/ Neighbourhood Development Plan			
• Overview of day two	• Create atmosphere for working together	• Recitation from the Holy Quran • Recap day two	9.00 - 9.15 hrs.
• Reflection on consultation / data collection	• Understand the importance and implications of the consultation process	• Group discussion	9.15 - 9.30 hrs.
• Step 4: data analysis and identification of development options	• Analysis of field data in order to identify problems/constraints of social groups in their livelihood strategies and development options	• Use of analysis sheets (matrix) (hand out 17) • Arrange information under key issues and availability, control, access and quality • Identify information gaps and decide on ways to fill the gaps	9.30 - 11.00 hrs.
Tea break			11.00 - 11.15 hrs.
• Step 4: data analysis and identification of development options (cntd.)	• Presentation of analysis of field data • Analyse community problems and development options as preparation for VC/NC meeting	• Use of analysis sheets (matrix) (hand out 17) • Arrange information under key issues • Identify information gaps and decide on ways to fill the gaps • Matrix allocating identified interventions to different levels of government ('domains') (hand out 18) • Appraisal matrix of development options belonging to VC/NC domain (hand out 19)	11.15 - 12.45 hrs.
• Step 5: village or neighbourhood development plan	• Consolidation of village or neighbourhood information	• Compilation of all data collected and overview of all community problems (hand out 20)	12.45 - 13.00 hrs.

5.9 Overview of day two

Start with the recitation of the Holy Quran. Briefly, ask and discuss what has been done on day one. Write issues on a flipchart

5.10 Reflection on the consultation

Exercise

After the community meetings the participants reflect on their experiences. This reflection is needed to digest learning points. Potential questions could be:

- Was it difficult to conduct the meeting or to focus the discussion? Did the meeting take place as expected? What were eye-openers or striking issues?

• What was the reaction of the community members?

• What expectations do the community members have after this meeting? How did you address these expectations?

• Did you make promises to the community? Which ones? How will you deal with these?

• Will you contact the community again? When?

5.11 Step 4: Analysis of information

Exercise

Each interview group analyses the information it has collected in their small groups and transfer the information on sheets. They may use the matrix presented below (hand out 17). Other information such as description of the community structure and organizations, as well as other qualitative information may be presented on separate flipcharts.

Matrix for analysis of information collected with different social groups

Mohallah/social group	Availability	Access	Control	Quality	Problems	Development Options	Remarks
1. Education							
2. Health							
3. Drinking water supply							
4. Sanitation							
5. Sewerage							
6. Garbage collection							
7. Streets							
8. Playgrounds							
9. Employment							
10. ………………							
11. ………………							

A representative of each interview group presents the results of its consultation meeting to the other members of the planning team. After each presentation there is room for some questions and answers to clarify the situation of the social group or the mohallah. After all presentations some conclusions are drawn regarding each subject and mohallah, e.g. access to education is low in mohallah A and E. Make sure that the information is gender specific. The female group(s) may have given different views or issues for the same mohallah, e.g. in mohallah D boys may have access to education but for girls it is impossible to go to school because the school is far from the living area.

Also, a discussion can be held on general village or neighbourhood problems or development options that did not come out

of the consultation process. The result of the exercise is a basic understanding of the village or neighbourhood - its situation, problems and options - with all participants. The development options or issues (potential interventions) may be listed in a table.

Development options/issues	Remarks
1.	
2.	
3.	

It may also be concluded that information on some items is lacking and that additional information needs to be collected. It may be agreed upon which additional is going to be collected by whom.

Note: Development options are not only interventions geared towards solving direct problems through external support, but also those that are based on the availability and use of assets or resources already existing within the community.

Next, the planning team analyses the community problems and development options. This can be done using two matrices: a matrix of community problems and responsibility of government levels and a matrix of community problems for which the VC/NC is responsible

and criteria for appraisal in order to identify priorities.

Exercise

Matrix indicating which level of government is responsible for addressing identified community problems

The planning team makes a list of all (or most striking) community problems and development options and indicate which government level (VC/NC, tehsil, district, province, national level) is responsible for the particular problem or development option (see hand out 18). Some problems may be grouped together in order not to go in too much detail at this stage of planning.

Matrix for VC/NC agenda: analysis of community problems and responsible levels of government

Community Problems / Development Options	Village or Neighbourhood Council	Tehsil Council	District Council	Provincial Assembly	Remarks
1.					
2.					
3.					
4.					
5.					

This overview can be considered the agenda of the VC/NC (VC/NC plan) for the coming years. This matrix makes clear which issues belong to the domain (responsibility) of the VC/NC and which to other government levels. Often, problems or development options may appear to be the responsibility of various government levels at the same time. Specifying the problem should make clear which issues belong to which government level. For instance, the problem 'absence of drinking water supply' could be split into the repair of an existing water supply system (= responsibility of VC/NC) or the provision of a new water supply system (= responsibility of tehsil/town or district administration).

Exercise

Analysis of community problems belonging to the domain of the VC/NC

The participants create another matrix for analysing the problems and development options related solely to the VC/NC domain (see hand out 19).

Matrix for ranking development options (solutions) to community problems

Development options	No of beneficiaries	No of vulnerable people	Costs (least expensive)	Quick results	......	......
1.						
2.						
3.						
4.						

Note: Criteria have to be discussed and decided upon by planning team (village council / active community members)

On one axis the issues of the VC/NC are listed, on the other criteria for ranking the issues are mentioned. The criteria to rank the problems and development issues can be discussed and decided upon by the participants. The criteria can vary between villages and neighbourhoods. Possible criteria may include: number of beneficiaries of a project; costs of the intervention; time before the intervention gives results ('quick wins'); number of vulnerable people benefitting; number of women benefitting; severity of the problem (life threatening); fit with provincial strategic priorities; fit with district strategic priorities etc. Problems can be ranked from 1 to n (1 being the least preferred score, n being the most preferred or highest score) or in three categories (least preferred - 1 point; intermediate - 5 points; most preferred score - 10 points). The participants can decide to add up the scores per issue and make a final ranking based upon the scores. They may also leave the final ranking open to the VC or NC in its meeting, combining the scores and political preferences.

Note:

The ranking should be done vertically and not horizontally, i.e. a comparison should be made between the various interventions. Per criterion it should be checked which issue ranks higher or lower on that particular criterion.

5.12 Step 5: Village or neighbourhood development plan

The analysis of the general information and the information coming from the consultation of the various social groups in the community provides an overview of the situation of the village and neighbourhood. The information can be consolidated in a Village or Neighbourhood Development Plan. The VDP or NDP included both the village data

and the development agenda of the village or neighbourhood. After decision making on the development priorities the VC/NC secretary may be assigned to compile all information in an official VDP or NDP. Also the secretary may display all information such as a village map and the results of the consultation process in the VC/NC office. The table of contents of the VDP or NDP may be as follows (see hand out 20):

Flipchart or powerpoint sheet

Preface (Nazim and Naib-Nazim)
Executive Summary
1. Introduction
2. Methodology
3. Situation of the village or neighbourhood
3.1 General village data
3.2 Social and political structure
3.3 Education
3.4 Health
3.5 Natural resources
3.6 Community infrastructure
3.7 Financial resources
3.8 External organizations
4. Development agenda
4.1 Major problems and development options
4.2 Development priorities
Annex 1: planning cycle for village or neighbourhood priorities
Annex 2: planning team
Annex 3: information collected from mohallahs and social groups

What - subjects	Why - objective	How - tools and instruments	When - duration
Module 6: Phase 3: Project selection for ADP/CDLD			
• Preparation of Village or Neighbourhood Council meeting	• Preparation to facilitate VC/NC meeting and decision making on VC/NC priorities	• Draft agenda for meeting (hand out 21)	13.00 - 13.15 hrs.
Lunch break			13.15 – 14.15 hrs.
• Village/Neighbourhood Council meeting • Reflection on VC/NC meeting	• Decision making on development priorities and follow-up actions by VC/NC • Evaluate the VC/NC meeting and the use of the information collected during the planning exercise	• Formal meeting of VC/NC with minutes (official invitation by Naib-nazim day before) (see Flipchart and hand out 21) • Use analysis and matrices prepared before • Signing of (draft) minutes • Group discussion (including other planning team members)	14.15 - 14.45 hrs.

6.1 Phase 3: Project selection for ADP / CDLD

Briefly indicate the activities in Phase 3 and write them on a flipchart.

Phase 3: Project selection for ADP / CDLD

1. Prepare village council meeting
2. Conduct formal village council meeting and decide on priorities
3. Feedback to community
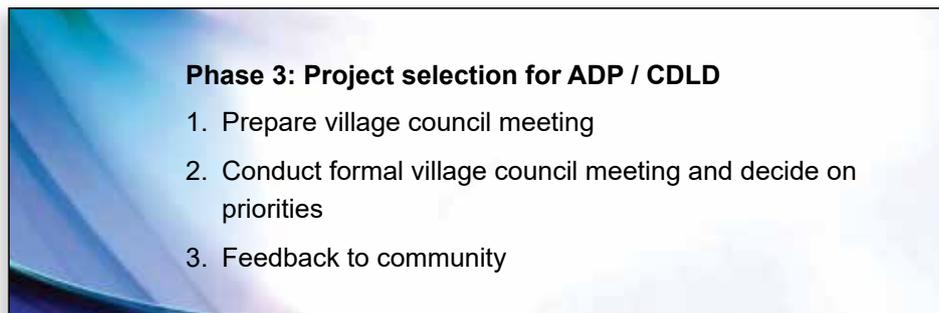
6.2 Prepare the VC / NC meeting

Discuss the importance of formally decide upon the development agenda and the priorities that the VC/NC wants to finance from the ADP, the CDLD or other sources. A formal decision in a public VC/NC meeting makes the intentions of the VC/NC transparent to the community. Therefore it is also important to organize feedback meetings with the community to share what the VC/NC has done with the information that it collected and which decisions it took.

Discuss the agenda of the meeting (see hand out 21 and flipchart below)

Agenda of VC / NC meeting

1. Opening, recitation of the Holy Quran and welcome
2. Report: information collected by the planning team
3. Decision on development agenda of the VC/NC
4. Decision on priorities for ADP, CDLD or other sources of finance
5. Decision on priorities for lobbying with tehsil, district, province or national council members
6. Decision on feedback/communication of decisions to the community
7. Closure

6.3 Formal Village or Neighbourhood Council meeting

Formal meeting

Divide the participants in an inner circle and an outer circle. The inner circle is composed of all councillors of the village or neighbourhood (general, farmer, women, minority, youth) and the VC/NC secretary. The outer circle consists of CBO or active community members and the facilitators. Other 'interested' citizens from the village or neighbourhood should be encouraged to observe too. Their presence would promote the credibility and transparency of the Council. The inner circle, i.e. the council is requested to conduct a formal VC/NC meeting. The Naib-nazim is, according to the Rules of Business, the chairperson. The VC/NC secretary formally prepares the minutes and gets them signed off afterwards by the VC/NC members. For the agenda of the meeting see the flipchart above (hand out 21).

The VC/NC council members discuss the consultation process and the identified problems and development options and formally take a decision on priorities. The audience, i.e. persons in the outer circle, will act as observers. They are not allowed to intervene in the council meeting unless they are asked to do so by the chairperson.

6.4 Reflection on VC/NC meeting

Exercise

Discuss with all participants (council members and CBO/active community members) the way in which the VC/NC meeting was conducted. Possible questions:

• Did the council discuss the information and use the matrices for analysis of the village or neighbourhood problems and development options?

• Did the VC/NC make a distinction between problems belonging to its domain and those belonging to other government levels?

• What decisions were taken?

• Were different courses of actions laid out for problems/issues belonging to the domain of the VC/NC and those belonging to other government levels?

• Could every councillor give his/her opinion?

• How is the VC/NC going to communicate its decisions to the community?

Note:

Agree on feedback meetings on the decisions in the community. Discuss that the planning team will organize the meetings and the councillors will present their decision. Also, agree that all information of the planning process will be posted on the wall of the VC/NC office for all visitors to see.

Materials needed for Module 5 and 6 (day 3)

- Flipcharts (e.g. two) with pre-prepared flipcharts with summaries of hand outs 15 and 16, and 20, and 21.

- Large sheets of (brown) paper

- Markers, preferably with different colours (about 10 – 15)

- Pin board with pins

- Pre-prepared brown sheets of the right size (usually two sheets glued together) on both sides of pin boards and spares as well for drawing

- Notebooks and pens for the participants

Module 7: Phase 4:
Project development for ADP / CDLD

What - subjects	Why - learning objective	How - tools and instruments	When - duration
Module 7: Phase 4: Project development for ADP/CDLD			
• Discuss next step: Phase 4:	• Ensure follow on actions towards community and ADP	• Steps for development of VC/NC ADP: 1. Integration in VC/NC ADP 2. Elaboration of plans (hand out 22)	14.45 - 15.15 hrs.
8. Evaluation			
• Evaluation of the day/ planning process	• Getting feed back from participants for improvement of module • Check lessons learnt with participants	• Learning points • Short discussion	15.15 - 15.30 hrs.
• Closure	• Agreement on next meeting • Closure	• List follow-on actions. Use flipchart.	15.30 - 15.45 hrs.
Tea break			15.45 - 16.15 hrs.

7.1 Discussion of Phase 4

Presentation

The training program is too compact in time to practically integrate the priorities of the VC/NC in the ADP. The development options will be too many to integrate them all in one ADP. Some development options may be integrated in other programs such as the CDLD. Also, as indicated before, some development options are belonging to the domain of the VC/NC, but others to the Tehsil, District, Province or National level. Below we work out the process of integration of priorities in the VC/NC ADP. The other sources may either be accessed through lobbying (tehsil; district; province; federal funds) or have their own requirements (e.g. CDLD policy

VC/NC ADP

The VC/NC priorities are decided in the VC/NC meeting in Phase 3. Only the top priorities belonging to VC/NC domain will be part of the VC/NC ADP depending on the available budget. To complete the VC/NC ADP the following steps will be taken (See hand out 22 and flipcharts below):

1. Integration of priorities in ADP

Step 1: Identification on concrete projects

Based on the identified priorities in the phase 3 and the P&D and LGE&RDD planning guidelines the VC/NC identifies potential concrete projects for inclusion in the VC/NC ADP. The VC/NC may ask support from the Engineering staff ADLG office to formulate a

potential project. Nazim and VC/NC secretary make a list of potential projects.

Step 2: VC/NC Council meeting

VC/NC Nazim submits consolidated VC/NC ADP to the VC/NC Council for approval.

Step 2: Submission to ADLG

VC/NC Nazim submits consolidated VC/NC ADP to the Assistant Director Local Government (ADLG) for further elaboration.

2. Elaboration of plans

Step 3: Preparation PC-1

The sub-engineer and assistant engineer in ADLG or Tehsil office prepare PC-1s with detailed budgets. (In practice, the actual preparation of PC-1s can be sourced out to the private sector). Formats for preparation are specified in the notification of the LGE&RDD of 3rd May 2016. They can be found in the hand out 22.

Step 4: Approval Committee

Approval Committee chaired by Nazim with membership of Naib-nazim, secretary, Tehsil Supervisor LG&RD, Technical Representative nominated by the AD LG&RD approve.

Step 5: Administrative Approval by Nazim

Nazim checks if there are no administrative obstacles.

Step 6: Technical Sanction by Assistant Engineer

Depending on the cost and complexity of the scheme the Assistant Engineer checks the PC-1.

After the approval process phase 5 Implementation may start with tendering according to the official guidelines and next actual execution of works. During the implementation process the VC/NC will monitor progress as per its official responsibility, also evaluation of the actual results of the project will be conducted by the VC/NC (phase 6). These phases are not described in this draft of the manual.

Flipchart or powerpoint sheet

VC/NC ADP
Phase 4: Project development for ADP/CDLD
1. Integration in ADP
1.1 Identify concrete projects for ADP
1.2 VC/NC meeting on draft ADP
1.3 Submit priorities to ADLG for preparation PC-1
1.4 Inform and lobby with District Council/District Administration and Tehsil Council/Tehsil Administration to include village/neighbourhood priorities belonging to tehsil and district domains in the District ADP
1.5 Filing of collected information, application forms, concept-notes for next planning cycle

2. Elaboration of projects

    2.1 Preparation PC-1

    2.2 Decision approval committee

    2.3 Administrative approval of PC-1s by Nazim

    2.4 Technical sanction by Assistant Engineer

Next steps

Phase 5: Implementation of projects

5.1 Tendring

5.2 Implementation on projects

Phase 6: Monitoring and Evaluation

5.1 Participate in monitoring and evaluation of projects

5.2 Use monitoring and evaluation report for next ADP preparation

Tehsil and District ADPs, and MPA/MNA schemes

The VC/NC Nazim and Naib-nazim will contact their Tehsil and District Councillors, as well as their MPA and MNA representatives and lobby with them for inclusion development priorities belonging to Tehsil and District domains in their respective ADPs, or financial support through MPA and MNA schemes.

Note:

The VC/NC Secretary should file all collected information, application forms, concept-notes and PC-1s for the next planning cycle.

Module 8. Evaluation

8.1 Evaluation of the planning exercise

Exercise

Plenary discussion on the planning exercise and the lessons learnt. For example: make a circle and put a chair in the middle. Everybody may sit on the chair and say something.

Focus on practicality of the planning process and next steps to implement the village or neighbourhood agenda. Also collect feedback for improvement of planning program,.

Discuss the consolidation of all information. Ask the VC/NC secretary to compile the Village or Neighbourhood Council Development Plan and organize a file on the identification of development priorities. The VC/NC secretary may post all available information on the village map or the flipcharts/pin-board results on the wall of the VC/NC office (if available).

8.2 Closure

Before closing the planning session, discuss the list of follow-on actions. Write them down on a flipchart. Agree on a next meeting to discuss progress of the planning process (project development and integration in the ADP/CDLD)

Formally close the planning exercise.

Materials needed for modules 7 and 8

- Flipcharts (e.g. two) with pre-prepared flipchart of hand out 22

- Pre-prepared brown sheets of the right size (usually two sheets glued together) on both sides of pin boards and spares as well for drawing

- Markers, preferably with different colours (about 10 – 15)

- Pin board with pins

- Notebooks and pens for the participants

HANDOUTS

Handout 1
Objectives of the planning exercise

After the planning exercise the participants

1. Know and understand the role of the VC/NC in development planning

2. Know and understand the provincial context for development planning, acts, policies and strategic development priorities

3. Know and understand the process of development of the Annual Development Program (ADP)

4. Are able to apply a participatory process for review of VC/NC needs and identification of priorities

5. Identified village or neighbourhood priorities and integrated priorities into the VC/NC ADP and know the mechanism for integration of other priorities in Tehsil, District and Provincial ADPs and CDLD program

Handout 2
Program planning exercise

Day one

1. General context

2. Overview of planning steps

3. Phase 1: Preparation for planning

4. Phase 2: Village or Neighbourhood Development Plan (part 1)

Day two

Phase 2: Village or Neighbourhood Development Plan (part 2)

• Preparation for consultation

• Consultation of the community

Day three

Phase 2: Village or Neighbourhood Development Plan (part 3)

• Analysis of information

Phase 3: Project selection

• Preparation for VC/NC meeting

• VC/NC meeting

Looking at phases 4, 5 and 6: project development, implementation, reporting, monitoring and evaluation

Handout 3

Context for Development Planning: provincial acts, policies, priorities and strategies

1. The Integrated Development Strategy (IDS) 2014 – 2018 states that good governance is the most important challenge for development. Building institutions and promoting civil, economic and social rights of the people are core activities of the government. Citizen participation is seen as an important strategy for effective service delivery by government institutions. The development planning methodology is based on and elaborated in view of this strategy of citizen engagement.

2. The objective of the Right to Public Services Act 2014 is to improve public service delivery. The law provides for:

   1. Time bound delivery of public services to citizens.

   2. Making government functionaries liable to penalty if they fail to provide services to citizens in a timely and transparent manner.

   3. Compensation to citizens for not having received the desired service in the prescribe time limit.

3. The Right to Information Act (RTI) means that a citizen can ask for information from public bodies. This could be information about the services public bodies provide, about their staff, about how much money they have and how they spend it. RTI is based on the principle that information belongs not to the government, but to the people.

4. The Ehtesab Commission Act is directly linked to the RTI. The Ehtesab commission is guarding the accountability of government institutions and individuals working in those institutions. The purpose of the Ehtesab Commission is to combat corruption and to restore public trust in the government and its institutions.

5. The Local Government Act 2013 (LGA) stipulated the creation of almost 3,500 local governments in KP at village, neighbourhood, tehsil and district levels. About 44,000 people were elected in local councils. Local governments can decide about the spending of approx. 30% of the provincial development budget. The LGA allows local councils to identify their development priorities and monitor the implementation of investment projects.

6. The Community Driven Local Development Policy 2013 envisages the identification of community needs through participatory bottom-up planning. It is based on the concept that active involvement of local communities improves the coverage, quality and sustainability of service delivery by the government. The CDLD policy is underpinning the need for a participatory planning approach.

    Other relevant provincial guidelines specify the operations of the VC/NC. They include:

    • VC/NC Rules of Business

    • Budget Rules 2016

    • P&D ADP Guidelines 2015

Handout 4
Main Role and Functions of Village or Neighbourhood Council

According to the Local Government Act 2013 the main functions of the Village or Neighbourhood Council are:

• Monitor and supervise the performance of functionaries of all government offices located in the area of the Council;

• Issue births, deaths and marriages registration;

• Implement and monitor village level development works;

• Improve water supply sources, maintain water supply distribution system and take measures to prevent contamination of water;

• Maintain village level infrastructure, footpaths, tracks, streets; prevent and abate nuisances and encroachments in public ways, public streets and public places;

• Maintain and improve collective property including playgrounds, graveyards, funeral places, Eid-Gah, parks, public open spaces and community centers;

• Identification of development needs of the area for use by municipal administration and district government in prioritizing development plans;

• Amicable resolution of disputes through out of court settlement

• Develop sites for drinking and bathing and grazing of cattle;

• Consider and approve annual budget presented by its Nazim.

Principles of Development Planning at VC/NC Level

1. Participation

'Participation' implies involvement of different social groups (sections, khails, men and women etc.) in a village or neighbourhood in the identification of development priorities. Involvement of all social groups does not mean that these groups take the decisions on priorities. It is up to the village/neighbourhood council to take decisions on the development priorities. However, the council members consult the various groups so that they are aware of their needs and can take an informed decision. In this way 'participation' contributes to a more adequate decision on development priorities. Consultation of citizens is also one of the requirements mentioned in the Local Government Act as a democratic principle, as well as the Integrated Development Strategy of the province and the planning guidelines of the P&D Department and the policy on Community Driven Local Development. Various participatory tools can be used for consultation.

2. Gender equity

The consultation process is based on gender equity since both men and women are ultimate beneficiaries or losers and the process is not mutually exclusive. This implies that both men and women are consulted about their development priorities. Similarly, the effect of possible priorities on men and women are taken into account in the decision-making on development priorities. Gender equity is a crosscutting issue mentioned in the provincial Integrated Development Strategy and the planning guidelines of the P&D Department.

3. Provincial and district policies and development priorities

The identification of village or neighbourhood priorities is informed by provincial policies and priorities. The Local Government Act and the Integrated Development Strategy (IDS) of the provincial government provide the framework. This also holds for district policies and priorities. It is very unlikely that village or neighbourhood priorities outside these policies and priorities may be financed under the Annual Development Program (ADP).

4. Annual Development Programme (ADP) (P&D Department) and Budget Call Circular (Finance Department)

The development planning strategy needs to comply with the prescriptions of the ADP guidelines and Budget Call Circular that are being prepared each planning year. In the guidelines and circular it is stipulated how the ADP needs to be prepared, which proformas need to be used, which time schedule needs to be adhered to for the submission of proposals and which budgets are available. The ADP also prescribes the consultation of stakeholders, needs analysis and evidenced-based planning.

Handout 6
Phases of Development Planning for VC/NC

Phase 1: Preparation

Phase 2: VC/NC Development Plan

Phase 3: Project selection for ADP/CDLD

Phase 4: Project development for ADP/CDLD

Phase 5: Implementation

Phase 6: Reporting, monitoring and evaluation

Handout 7
Phase 1: Preparation

1. VC/NC meeting together with representatives of community organizations and village activists (including women) to explain objectives and plan planning exercise

2. Formation of planning committee

3. Tasks of planning committee and preparation of work plan

4. Identify frame conditions for development planning

5. Collect background information

   • Government offices; NGOs; community organizations

Handout 8
Task and Composition of Planning Team

Tasks

The role of the planning team is to identify development priorities of the VC/NC through analysis of the situation of the VC/NC and consultation of social groups/sections including women in different mohallahs/bandas or geographical areas of the VC/NC. The planning team gives advice and presents its results to the VC/NC for decision-making on development priorities, development of projects and inclusion of those priorities in the Annual Development Program (ADP)

Composition

The planning team consists of councillors, representatives of community-based organizations (e.g. social welfare organizations) and some active community members (including women and representatives of minority groups, youth, farmers or private sector). It is important to have a team that will be able to reach out to all sections in the community. Especially, community organizations may have valuable knowledge and understanding of (parts) of the community and ways to reach out to (especially vulnerable) community members.

After the decision of the VC/NC the Nazim and Naib-nazim together with VC/NC secretary invite team members. Ideally the team consists of about 15 – 20 people. The VC/NC secretary is the person to technically support the planning exercise.

Handout 9
Planning of Work of planning team

What	When	Who	Remarks
Phase 1: Preparation			
1. Constitution of planning team	August/ September	VC/NC	Before P&D notification on ADP
2. Identify frame conditions		Secretary	Policies and guidelines (P&D; Finance)
3. Collect secondary/background data	Continuous	Secretary	Continuous task
Phase 2: Village/ Neighbourhood Development Plan	September/October		
1. Analyse general village data		Planning team	Based on secondary data collected
2. Identify social groups and specific areas		Planning team	Use matrix
3. Identify available information and information to be gathered with social groups (key issues)		Planning team	Decide upon which councillors /others will go to which community group(s).
4. Arrange community meetings		Planning team	Time convenient to community
5. Collect information with/consult with social groups		Planning team	Different mohallahs/ different groups
6. Analyse information collected per key issue		Planning team	Use matrix: availability, access and quality of goods and services
7. Prepare village/neighbourhood plan		Planning team	Use checklist
Phase 3: Project selection for ADP/ CDLD			
1. Prepare village/neighbourhood council meeting: analyse community problems and development options		Planning team	Matrix problems/ levels of government Matrix for ranking priorities
2. Consultation of wards (VC/NC; CBO; community)		VC/NC	Sign minutes
3. Feed-back to social groups		VC/NC	Community meetings/ publish decisions

What	When	Who	Remarks
Phase 4: Project development for ADP/ CDLD	December		
	December		
1. Identify potential concrete projects	December	VC/NC	With support engineering staff ADLG if needed
	When published		
2. VC/NC meeting on draft ADP/CDLD list	December	VC/NC	Signed minutes
3. Submit priorities through ADLG for PC-1 preparation	January	Nazim	CBOs in consultation with VC/NC
4. Initiate process for CDLD project development		CBOs/VC/NC	Inviting and visiting tehsil and district councillors
5. Lobby with Tehsil and District Councillors		Nazim/ Nazb-Nazim	For next planning cycle
6. Filing of collected information, application forms, concept-notes		VC secretary	

Handout 10
Frame Conditions for Identification of Village and Neighbourhood Development Priorities

Frame conditions specify the requirements that need to be met when preparing the ADP. Activities undertaken or plans prepared outside the prescribed framework (contents = type of projects), prescribed shape (formats) and procedures (e.g. tendering regulations) might not be approved.

a.   **Local Government Act 2013**

Responsibilities assigned to Village/Neighbourhood Councils

LGA-2013, article 29(h):

Functions of the Village/Neighbourhood Council

(h): identify development needs of the area for use by the municipal administration and district government in prioritizing development plans

b.   **Policy framework**

.   **1. The KP Integrated Development Strategy**

Generally, the IDS focuses on

• Economic growth in order to provide jobs

• Social services (education; health; drinking water supply; sanitation)

• Infrastructure (access roads to markets; energy; irrigation)

• Accountability

• Citizen participation

2. The Community Driven Local Development Policy 2013

Envisages the identification of community needs through participatory bottom-up planning. It is based on the concept that active involvement of local communities improves the coverage, quality and sustainability of service delivery by the government. The CDLD policy is underpinning the need for a participatory planning approach.

c. **P&D Planning Guidelines for ADP**

ADP guidelines 2015 including prescribed proformas for district ADPs

4.3 Each Tehsil/Town Municipal Administration / VC/NC shall prepare its own Annual Development Programme in line with Section 22(c) of the Act to ensure that the resources transferred to them are utilized only for the purpose of development. Both in design of District ADP as well as for proposed interventions in sector ADP having a localized character, Divisional and District Administrations are expected to ensure adherence to processes of needs analysis, evidence-based planning and stakeholder consultation.

According to the notification of the LGE&RDD of 3rd May 2016 the development portfolio of the Village and Neighbourhood Councils has been mandated in the following sectors:

a. General cleanliness of the villages by making arrangements for garbage collection and concerned TMA shall be responsible for its transportation to the dumping ground for disposal;

b. Projects for improvement and maintenance of sanitation, drainage and sewerage system at local level;

c. Execution of village level development works including improvement of water supply sources, maintenance of water supply distribution system and prevention of contamination of water;

d. Organization of sports, cultural and recreational activities;

e. Maintenance of village level infrastructure, footpaths, tracks, streets, pavement, culverts, bridges, public buildings and de-silting of canals; and

f. Maintenance of playgrounds, graveyards, funeral places, eidgahs, parks, public open spaces and community centers.

ADP timeframe (based on past/current experience)

1	Notification from province to district	November
2	Notification from District Finance and Planning to ADLG	November
3	Notification from ADLG to VC/NC	November
4	Preparation of VC/NC ADP and elaboration of plans (PC-1s)	December - June

VC/NCs may identify their potential interventions (projects) the whole year round with an emphasis on the period between August and December before submission for inclusion of the VC/NC ADP.

d. Budget Rules

The Finance Department has issued Budget Rules. In the Budget Rules the financial rules of the game for development planning are stipulated. The Budget Rules have a budget calendar that has to be considered together with the P&D Planning Guidelines. It follows a similar time frame as the ADP guidelines. The VC/NC budget itself is announced after the Budget Session in the Provincial Parliament that takes place in June of each year.

e. District Priorities

District priorities may be spelled out in a District Development Plan, if available.

Handout 11
Objectives of making a village or neighbourhood development plan

1. Informed decision-making

Understanding the livelihoods of different social groups in the village or neighbourhood and exploring opportunities for improvement of their livelihoods.

2. Identification of community needs through consultation

Process of consultation (= participation of the community) in preparation of the village or neighbourhood profile and identification of their felt needs and development options.

Phase 2: Village or Neighbourhood Development Plan

Step 1: General village data

Step 2: Identify social groups in specific areas

Step 3: Consult social groups

Step 4: Analyse information

Step 5: Prepare village development plan

Handout 12
Potential questions for a Village or Neighbourhood Profile

Note: these questions should be seen as an indicative checklist and not as a blueprint questionnaire. Relevant issues can be added and irrelevant issues can be deleted. The first planning exercise the available data may be limited. During each planning cycle information can be corrected, added or deleted. It is the task of the VC/UC secretary to keep and update the information.

General village/neighbourhood data

1. **Basic village/neighbourhood data**

   • **Draw a village/neighbourhood map with its main features**

     • Housing areas

     • Business/shopping areas

     • Mohallahs/hamlets

     • Farm fields (irrigated/rain fed)

     • Forest/rangeland/alpine areas

     • Shamilat (communal land)/protected forest

     • Rivers, streams, nallahs, lakes

     • Roads/paths

     • Wells

     • Major buildings (offices; schools; health facilities; mosques, graveyard, Eidgah etc.)

2. **History of the village/neighbourhood**

   • When was the village/neighbourhood founded?

   • What were the major changes or events in the village/neighbourhood history?

   • When did these changes or events take place?

   • What was (were) the effect(s) of these changes?

   • Any important event that changed dynamics/social relations of the village?

   • Housing

3. **Social or community structure and organizations**

   • How many people and/or households live in the village/neighbourhood (male, female, children)

- What sections, clans, tribes, socio-economic groups, (seasonal) migrants live in the village/neighbourhood?

- Where do these different sections, clans, tribes, socio-economic groups, (seasonal) migrants live? Put on the map.

- What are the major sources of livelihood of the different sections, clans, tribes, socio-economic groups, (seasonal) migrants? (male/female) (agriculture/livestock, business, employment, daily labour, remittances)

- What are the characteristics of rich, middle class or poorer household?

- What traditional organizations exist in the village/neighbourhood? (male/female)

- What are important informal social networks (family/clans, friends)

- Who are influential people for the development of the community?

- Which community organizations exist in the village/neighbourhood? (male/female) What do they do?

4. Education

- What is the literacy rate (male/female)

- How many boys/girls go to school? Until which grade?

- Which schools are available in the village/neighbourhood?

- Are there any people with special (traditional) skills in the village, e.g. veterinary or human health skills, craftsmen/women?

5. Health

- At what age do people die in the village/neighbourhood? (life expectancy)

- Are children immunized?

- Are women giving birth, attended by skilled birth attendants?

- Which health facilities are available in the village/neighbourhood? Put on map.

- Are there any handicapped people in the community? How is the community treating handicapped people?

6. Natural resources

- What are the main natural resources available to the community? (irrigated/barani agricultural lands, rangelands, forests, alpine pasture) Put on map.

- Who are using the natural resources?

- Are there any erosion/flood prone areas? Where are they located? Put on map.

- Are there any irrigation sources? Where are they located? Put on map.

- What is their condition?

- Are there any ponds/wells/water harvesting/conservation measures? Where are they located? Put on map.

• What is their condition?

• Are there any drinking or bathing sites for cattle? Where are they located? Put on map.

• What is their condition?

7. Community infrastructure

• In what types of houses do people live in the village/neighbourhood? Where are they located?

• What types of roads are present (paved, dirt)? Where are they located? What is their condition (maintenance, streetlights)?

• Are there drinking water supplies (wells, piped) available? Where are they located? What is their condition? Which areas are served?

• Are there any sanitation facilities (latrines, sewerage system) available? Where are they located? What is their condition? Which areas are served?

• Is there any solid waste disposal facility available? Where is it located? Which areas are served?

• What sources of energy are available (national electricity grid, gas, fuelwood, local hydel power etc.)? Which part of the community is not served with electricity?

• What communication means are available (internet, telephone, postal service, courier service)?

• What transport means are available (bus, Suzuki, cars, motorcycles, bicycles, foot)?

• What production means are available (equipment, tools, agricultural inputs, mills, workshops)?

• Where are the major markets for selling major crops, livestock, forest products, crafts and for buying major production and consumer items?

• Are there any playgrounds and sport facilities available? Where are they located?

8. Financial capital

• What are the major sources of cash income? (e.g. agriculture, livestock, business)

• If community members need additional cash? How do they get it? (Informal saving and credit associations, money lenders, formal banks, remittances)

• Where and how far is the nearest bank? Do community members use the services of a bank? Who? For what purposes?

9. External organizations

• Are any government agencies working in the village/neighbourhood? What are their activities? Where?

• Are any projects/NGOs working in the village/neighbourhood? What are their activities? Where?

Handout 13
Village or Neighbourhood Map

The village or neighbourhood map prepared by community members, show what community members perceive as important features or aspects of their community. For example, experience has shown that women rather draw a map of their mohallah (their direct living environment) than of the complete village area. The map is a good instrument for a discussion on the situation in the village or neighbourhood and for crosschecking information. It can be referred to during the planning exercise.

Main features on the map

• Housing area

• Business/shopping areas

• Mohallahs/hamlets

• Farm fields (irrigated/rain fed)

• Forest/rangeland/alpine areas

• Shamilat (communal land)/protected forest

• Rivers, streams, nallahs, lakes

• Roads/paths

• Wells

• Major buildings (offices; schools; health facilities; mosques, graveyard, Eidgah etc.)

Handout 14
Matrix

Matrix for identification of 'social groups' to be interviewed

	Section 1	Section 2	Section 3	....
Area / Mohallah 1				
Area / Mohallah 2				
Area / Mohallah 3				
Area / Mohallah 4				
…………………				

Note: Tick the relevant cells and discuss if sections/areas can be grouped together for groups interviews.

Matrix for division of labour between members of planning team

Area / Section	Names of members planning team who will conduct group interview	Remarks: organizer of meeting/ team leader
1	.	
2.		
3.		
4.		
…………………		

Matrix with meetings, meeting place and time

Area / Section	Meeting place	Meeting time
1	.	
2.		
3.		
4.		
…………………		

Handout 15
Potential information from Social Groups/Mohallahs

Main subjects

1. Social or community structure and community organizations

2. Education

3. Health

4. Natural resources

5. Community infrastructure, such as

   • Water supply

   • Sewerage and waste disposal

   • Roads, streets, paths (drainage; streetlights)

   • Playgrounds, parks

6. Financial resoruces

7. External organizations

8. Problems and development options

Key questions

1. Availability

2. Access

3. Control

4. Quality

5. Development options (solutions)

Potential detailed questions

Note: these questions should be seen as an indicative checklist and not as a blueprint questionnaire. Relevant issues can be added and irrelevant issues can be deleted.

1. Community structure

   • How many people/households belong to this social group/area? (men, women, children)

- What sections, clans, tribes, socio-economic groups, (seasonal) migrants live in this mohallah? (Number of households per section)

- What are the major sources of livelihood of the different social groups in this specific area? (male/female)

- What are the major sources of cash income? (forest, agriculture, livestock, cottage industry, trade/business, government services, remittances)

- What are the characteristics of rich, middle class or poorer household in this area/mohallah?

- What traditional organizations or social networks exist in this area with this social group? (male/female) (e.g. ashar, jirga)

- What are important informal social networks (family/clans, friends)

- Who are influential people for the development of the community?

- What formal organizations exist in in this area with this social group? (male/female) (e.g. CBB)

2. Education

- What is the literacy rate of this social group/area (male/female)

- How many boys/girls go to school? Until which grade? (Accessibility to schools)

- Does this social group have people with special (traditional) skills, e.g. veterinary or human health skills, craftsmen/women? Which ones? How many?

3. Health

- Availability and use of skilled birth attendants?

- What is the diet of the people belonging to this social group or area?

- Where do the people of this social group or area have to go for health services?

- Are there any handicapped people in the community? How is the community treating handicapped people?

- What are the common/recurring diseases being faced by local people?

4. Natural resources

- What are the main natural resources available in this area? (irrigated/barani agricultural lands, rangelands, forests, alpine pasture) Put on map.

Who are using the natural resources?

- Are there any erosion/flood prone areas? Where are they located? Put on map.

- Are there any irrigation sources? Where are they located? Put on map.

What is their condition?

- Are there any ponds/wells/water harvesting/conservation measures? Where are they located? Put on map.

What is their condition?

- Are there any drinking or bathing sites for cattle? Where are they located? Put on map.

What is their condition?

- What is the situation of land tenure and use rights in this area (private lands, shamilat areas (communal land))?

- What are the major agricultural crops (cash; subsistence) in the area?

- Are there any seasonal food shortages in the area? When?

- What livestock can be found in the area? Number?

- What are the major livestock products?

- What are the major forest/rangeland products?

- Does eco-tourism exist in the area? Explain.

- Is there any commercial fishery activity? Where?

5. **Community infrastructure**

- What are the types of houses in this area? Where are they located?

- What are the types of roads? Where are they located? What is their condition (maintenance, lights)?

- Are there drinking water supplies (wells, piped) available? Where are they located? What is their condition? Which areas are served?

- Are there any sanitation facilities (latrines, sewerage system) available? Where are they located? What is their condition? Which areas are served?

- Is there any solid waste disposal facility available? Where is it located? Which areas are served?

- What sources of energy are available (national electricity grid, gas, fuelwood, local hydelpower etc.)? Which locations are not served with electricity?

- What communication means are available (telephone, postal service, courier service)?

- What transport means are available (bus, Suzuki, cars, motorcycles, bicycles, foot)?

- What production means are available (equipment, tools, agricultural inputs, mills, workshops)?

- Where are the major markets for selling major crops, livestock, forest products, crafts and for buying major production and consumer items?

- Are there any playgrounds and sport facilities available? Where are they located?

6. External organizations

- Are any government agencies working in this area? What are their activities? Where?

- Are any projects/NGOs/welfare organizations working in this area? What are their activities? Where?

7. Financial capital

- What are the major sources of cash income? (e.g. agriculture, livestock, business)

- If community members need additional cash? How do they get it? (informal saving and credit associations, money lenders, formal banks, remittances)

- Where is the nearest bank? Do community members use the services of a bank? Who? For what purposes?

8. Problems and development options

- What are the major problems of this social group or area?

- What are the major development options for this social group or area?

Handout 16
Guidelines for information collection with social groups/ mohallahs

1. **Divide tasks**

   • Who will ask questions?

   • Who will write down the information

   • Who will observe and give feedback

2. **LISTEN, LISTEN, LISTEN carefully. Write down what people say.**

3. **Don't give your opinion. Don't discuss. You want to know the opinion of the people. Do clarify to make sure you have understood.**

4. **Cross check information: ask the same question to someone else.**

5. **Don't allow a few individuals to give all the answers.**

6. **Ask: what, where, when, who, why and how.**

7. **Manage expectations of community: explain why you come, what the role of the VC/NC is and explain your limitations (= you cannot solve all community problems!)**

8. **Agenda of the meeting:**

   • Introduce yourself

   • Explain the objectives of the meeting

   • Consult the participants (collect information)

   • Explain the next steps and the way that feedback will be given

Handout 17
Matrix for analysis of information collected with different social groups

Matrix for analysis of information collected with different social groups

Mohallah/social group	Availability	Access	Control	Quality	Problems	Development Options	Remarks
1. Education							
2. Health							
3. Drinking water supply							
4. Sanitation							
5. Sewerage							
6. Garbage collection							
7. Streets							
8. Playgrounds							
9. Employment							
10. …………….							
11. …………….							

Handout 18
Matrix for analysis of community problems and responsible tiers of government

Matrix for analysis of community problems and responsible tiers of government

Community Problems / Development Options	Village or Neighbourhood Council	Tehsil Council	District Council	Provincial Assembly	National Assembly	Remarks
1. ………………………						
2. ………………………						
3. ………………………						
4. ………………………						
5. ………………………						

Handout 19
Matrix for ranking development options (solutions) to community problems

Matrix for ranking development options (solutions) to community problems

Development options	No of beneficiaries	No of vulnerable people	Costs (least expensive)	Quick results	......	......
1.						
2.						
3.						
4.						

Note: Criteria have to be discussed and decided upon by planning team (village council/active community me4mbers)

Handout 20
Table of contents of Village Council or Neighbourhood Council Development Plan

Preface (Nazim and Naib-Nazim)

Executive Summary

1. **Introduction**

2. **Methodology**

3. **Situation of the village or neighbourhood**

    3.1 General village data

    3.2 Social and political structure

    3.3 Education

    3.4 Health

    3.5 Natural resources

    3.6 Community infrastructure

    3.7 Financial resources

    3.8 External organizations

4. **Development agenda**

    4.1 Major problems and development options

    4.2 Development priorities

Annex 1: planning cycle for village or neighbourhood priorities

Annex 2: planning team

Annex 3: information collected from mohallahs and social groups

Handout 21

Agenda for Village or Neighbourhood Council Meeting

1. Opening, recitation of the Holy Quran and welcome

2. Report: information collected by the planning team

3. Decision on development agenda of the VC/NC

4. Decision on priorities for ADP, CDLD or other sources of finance

5. Decision on priorities for lobbying with tehsil, district, province or national council members

6. Decision on feedback/communication of decisions to the community

7. Closure

Handout 22
Steps for integration VC/NC priorities in the VC/NC ADP and elaboration of projects

1. **Integration of priorities in ADP**

    Step 1: Identification on concrete projects
    Based on the identified priorities in the phase 3 the VC/NC identifies potential concrete projects for inclusion in the VC/NC ADP. The VC/NC may ask support from the Engineering staff ADLG office to formulate a potential project. Nazim and VC/NC secretary make a list of potential projects.

    Step 2: VC/NC Council meeting
    VC/NC nazim submits consolidated VC/NC ADP to the VC/NC Council for approval. VC/NC Nazim submits consolidated VC/NC ADP to the Assistant Director Local Government (ADLG) for further elaboration.

2. **Elaboration of plans**

    Step 3: Preparation PC-1
    Sub-engineer and assistant engineer in Tehsil office prepare PC-1s with detailed budgets. (In practice, the actual preparation of PC-1s can be sourced out to the private sector). In the notification of the LGE&RDD of 3rd May 2016 formats are specified (see below).

    Step 4: Approval Committee
    Approval Committee chaired by Nazim with membership of Naib-nazim, secretary, Tehsil Supervisor LG&RD, Technical Representative nominated by the AD LG&RD approve.

    Step 5: Administrative Approval by Nazim
    Nazim checks if there are no administrative obstacles.

    Step 6: Technical Sanction by Assistant Engineer
    Depending on the cost and complexity of the scheme the Assistant Engineer checks the PC-1.

Notes:

1. After the approval process phase 5 Implementation may start with tendering according to the official guidelines and next actual execution of works. During the implementation process the VC/NC will monitor progress as per its official responsibility, also evaluation of the actual results of the project will be conducted by the VC/NC (phase 6 Monitoring and Evaluation). These phases are not described in this draft of the manual.

2. The VC/NC Nazim and Naib-nazim will contact their Tehsil and District Councillors, as well as their MPA and MNA representatives and lobby with them for inclusion development priorities belonging to Tehsil and District domains in their respective ADPs, or financial support through MPA and MNA schemes.

Note: Please include here the formats as specified in the notification of the lge&rdd of 3rd may 2016 these formats are in urdu. should we translate the form in english for the english version of the manual?

Handout 23
Format for Village and Neighbourhood Council Development Plan

1. Nazim's Message

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

2. Basic Information

Name of VC / NC		Ward / UC	
Tehsil		District	
Total HH at VC / NC		Total population (as per latest published census report)	
Total # of hamlets		Date of VC / NC Development Plan	
Name of Hamlets			

3. Matrix for identification of 'social groups' to be interviewed

	Section 1	Section 2	Section 3	………
Area/Mohallah 1				
Area/Mohallah 2				
Area/Mohallah 3				
Area/Mohallah 4				
………………..				

Note: Tick the relevant cells and discuss if sections/areas can be grouped together for groups interviews

4. Detail of Council Members

4.1. Detail of members VC / NC			
Number of General Councilor		Number of Youth Councilor	
Number of Women Councilor		Number of Peasant Councilor	
Number of Minority Councilor			
4.2. Detail of Member Tehsil Council and District Council			
Name of Tehsil Council Member		Name of District Council Member	
B3. Name of MPA		B4. Name of MNA	

5. Grass Root Level Organisation at VC / NC

# of PTCs		# of CBOs (Men)	
# of CBOs (Women)		# of Village Organisation (VO)	
# of Primary Care Management Committee (PCMC) Members		# of registered Village Organisations	

6. Detail of Social Services Institutes at VC / NC level

# of GPS (for Boys)		# of GGPS (for Girls)	
# of GPS (Mix)		# of GMS (Boys)	
# of GMS (Female)		# of GHS (Boys)	
# of GHS (Girls)		# of private Schools in area	
Name of health facilities in public sector (civil dispensary, BHU etc.)		Detail of private health facilities (private clinic, maternity center, etc.)	
Facilities related to basic infrastructure (DWSS, road and other etc.)		Any other information	

7. Matrix for analysis of information collected with different social groups

Mohallah/social group	Availability	Access	Control	Quality	Problems	Development Options	Remarks
1. Education							
2. Health							
3. Drinking water supply							
4. Sanitation							
5. Sewerage							
6. Garbage collection							
7. Streets							
8. Playgrounds							
9. Employment							
10.							
11.							

8. Matrix for VC/NC agenda: analysis of community problems and responsible levels of government

Community Problems / Development Options	Village or Neighbourhood Council	Tehsil Council	District Council	Provincial Assembly	CDLD or any other
1.					
2.					
3.					
4.					
5.					

9. Matrix for ranking development options (solutions) to community problems

Development options	No of beneficiaries	No of vulnerable people	Costs (least expensive)	Quick results	......	......
1.						
2.						
3.						
4.						

Note: Criteria have to be discussed and decided upon by planning team (village council / active community members)

Scale (1 - 5), least preferred = 1, less preferred = 2, intermideat = 3, preferred = 4, highest preferred =5.

10. Detail of Problem at VC / NC level

S. #	Name of Village	Name of Sub Village / Hamlet	Problem (specific please)	Proposed Intervention / Project	Estimated Cost (rough cost) In million	Estimated Cost (rough cost) In million	Household (HH) Beneficiaries	Cost per HH	Population Benefited			Proposed Duration of Project (In Month)	Income Generating Project (Yes / No)
									Men	Women	Total		

11. List of Prioritised Schemes at VC / NC

S.#	Village	Sub Village / Mohalla	Problem (specific please)	Proposed Intervention / Project	Sector	Estimated Cost (rough cost)	Household (HH) Beneficiaries	Justification	Concerned Line Department	Potential Funding Source

Name of VC / NC Nazim:_____ Signature:_____ Date:_____

Name of VC / NC Naib Nazim:_____ Signature:_____ Date:_____

Name of Secretary VC / NC:_____ Signature:_____ Date:_____

12. List of Participants for VCDP Development

S.#	Name of Participant	Name of Village / Hamlet	Name of Organisation, Local Governmnet level or any other	Gender	Designation / Profession	Contact Number	Signature

Local Government, Elections and Rural Development Department
Government of Khyber Pakhtunkhwa

www.lgkp.gov.pk