



Report On Training Workshop on CCBs



Organized by
CDGK
In collaboration of
SDSSP

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1. Introduction:

Naib Nazim, City District Government Karachi took the initiative of holding the training workshop Nazim, Naib Nazims, and officials of Town Municipal Administrations of Karachi in view of slow registration of CCBs and non utilizations of CCB funds in Karachi. She convened a meeting with the Program Director of Sindh Devolved Social Services and his team to support CDGK for holding the workshop. SDSSP agreed to provide technical and financial support for the workshop that was held on 8th May 2007 at the seminar hall of old KMC building.

Speaking on the occasion, Naib Nazim, CDGK, Ms. Nasreen Jalil expressed her gratitude to all participants, especially Nazims and Naib Nazim of TMAs, for taking time to attend the workshop. She thanked SDSSP for the assistance for holding the workshop and stressed the need for more training on CCBs so that communities as well as local governments could benefit from the projects initiated from CCB funds.



Picture 1: Naib Nazim, CDGK, Ms. Nasreen Jalil with A Kabir Kazi and M Iqbal Memon of SDSSP

A detailed presentation on the concept & benefits of community participation, objectives of forming CCBs, their registration process, utilization position by the districts of Sindh, challenges regarding CCBs and recommendations on how to speed up the utilization of CCB funds was confidently and authoritatively given Deputy Program Director, SDSSP, Mr. Muhammad Iqbal Memon.

SDSSP had invited experts for panel discussion. The panel consisted of Mr. Abdul Kabir Kazi, Program Director, SDSSP; Mr. Riaz Ahmed Shaikh, General Manager, NCHD, Naushero Feroze and Ms. Zarfishan, District Officer, CDD, CDGK. The panelist answered the questions put up by the participants and developed a consensus on how to best manage CCB funds.

2. Objective of the Training Workshop:

Mr. Abdul Kabir Kazi, Program Director, SDSSP informed that the objective of the training workshop was to create awareness among elected representatives and local government officials and to further sensitize and mobilize communities regarding CCBs. He further informed that the workshop was held to provide information about the process of registration of CCBs and preparation and approval of their projects.



Picture 2: Mr. Abdul Kabir Kazi detailing objectives of the workshop

3. Presentation on CCBs:

Mr. Muhammad Iqbal Memon, Deputy Program Director, SDSSP gave a presentation on CCBs.

He informed that Nobel Laureate Robert Chamber introduced the concept of ‘participatory development’ in 1993. He said that World Bank (1997) defined community participation as “a process through which stakeholders influence and share control over development initiatives and decisions and resources, which affect them”.



Picture 3: Mr. Muhammad Iqbal Memon giving a presentation on CCBs

Mr. Memon said that through community participation citizens worked alongside authorities/governments in policy formulation, planning, decision-making, implementation, monitoring, accountability etc. He opined that community participation was essential social strategy to avert inequality and poverty in order to create efficiency and effectiveness of investments through improved planning in line with local needs. He further opined that community participation led to democratization, empowerment, and sustainable development through the involvement of beneficiaries in the supply and management of resources ensuring accountability, reduced corruption, and good governance.

Deputy Program Director, SDSSP expressed his opinion that there was no hard and fast model of community participation in the world and Pakistan could adopt a model that suited it best. He mentioned that prior to SLGO community participation was practiced in different ways in the country like private public participation (types: Contracting out to NGOs/Contractor, Transfer of management, Transfer of services etc), parent teachers associations, SMCs, rural support programs.

Mr. Memon said that strong political will, ownership by communities, citizens' voice, capacity of both communities and local government representatives & staff, and dissemination of information were the prerequisites for community participation. He further said that community participation in local government was important both to ensure that planning and development were carried out in accordance with local needs and to monitor service delivery, promote transparency and accountability.

He informed that CCBs were designed to promote citizens' involvement in planning and development, service delivery and monitoring. He mentioned that CCBs were a channel for mobilizing local communities to participate in development and non-development activities. He further informed that Sindh Local Government Ordinance, 2001 had two parts on CCBs, which were voluntary, non-profit associations of local people: a) Section 98,99,100,101 (chapter X) that described the composition, conduct of business, raising of funds etc. and b) Section 119 that described the bottom up planning and ownership

incentive system. He further informed that as per section 98(1) of SLGO groups of non-elected citizen might set up any number of CCBs in every local area for improving service delivery, managing public facilities, welfare of handicapped, destitute, widows, & families in poverty etc.



Picture 4: TMA Nazims and other participants of the workshop

Mr. Memon said that as per SLGO CCBs could develop, manage and maintain public facilities (New & existing); identify development and municipal needs and mobilize resources; mobilize stakeholders for community involvement in improvement and maintenance of facilities; help the handicapped, destitute, widows and families in extreme poverty; establish farming, marketing and consumers' cooperatives; form stakeholder associations (e.g. parent-teacher associations, patient-hospital associations) for community involvement in the improvement and maintenance of specific facilities; reinforce the capacity of monitoring committees etc.

Mr. Iqbal Memon said that as per law CCBs had to raise 20% of funds for a project themselves whereas local governments would provide remaining 80% funds. He further said that 25% of local governments' development funds were reserved for CCBs, which could not be spent on anything else and would be carried forward if not used. He informed that as per section 100 CCBs could also raise funds through voluntary contributions, gifts, donations, grants, and endowment for declared purposes.



Picture 5: TMA Nazims and other participants of the workshop

He informed that any group of individuals (minimum 25 people) could form a CCB and get it registered with the EDO Community Development by filling out a registration form. A CCB only had to register once and there was no limit on the number of CCBs that could register in a single district, he added.

Deputy Program Director mentioned that according to the volume II (CCBs) of Sindh Budget Rules 2002 a CCB must first prepare a project proposal and sectoral officers of

the local government were bound to provide assistance for this, especially in preparing cost estimates. He further mentioned that the CCB then submitted the project proposal to the EDO CDD, the Taluka/Town Officer Planning, or the Union Secretary Community Development together with a bank draft of 20% of the estimated project costs. In addition to 20% share it could make 'in kind' contributions, e.g. of land, labor, materials, he remarked. He mentioned that District Officer Planning at district level and Town Officer Planning at TMA level would rank the proposals according to CCB Rules 2004 and incorporate them in the Annual Development Program and subsequent submission to the council for approval. He further mentioned that once approved, the concerned local government and the CCB would sign an agreement for implementation of the project.

Mr. Memon informed that in order to monitor the performance of CCBs each CCB had to submit progress reports in accordance with the agreement signed with the local government and subsequent installments were only released once satisfactory reports were received. He expressed his view that monitoring would be carried out by the CCB, council monitoring committees and local government offices dealing with CCBs. A final report would be submitted on project completion, he added.

Mentioning mandatory provisions for local governments relating to CCBs in SLGO 2001 Mr. Memon said that local governments would announce classification of development schemes (S 119(1)), announce cut off date for submission of CCB schemes prior to presentation of its budget (S 119(4)), appoint an authorized officer to draw up statements (S 119(5)), Authorized Officer (AO) to draw up 1st statement specifying submitted schemes by classification including contributions for particular classification of schemes (S 119(5)), draw up 2nd statement showing ratio of particular classification of schemes with total contributions of all schemes (S 119(6)), draw up 3rd statement identifying number of schemes in a particular classification beginning with highest contributions of a CCB until all schemes were selected or funds exhausted (S 119(7)). He added that after that process EDO F&P and TO Finance would convey to AO the figure of 25% CCB funds (S 119(8)) and include identified schemes in the budget before submission to the

council (S 119(9)). The statement so submitted would be approved by simple majority of the members in the budget session (S 119(10)).

During the presentation, DPD, SDSSP gave following data that showed allocation/releases of districts' CCB funds till 2005-06:

S. No.	District	Funds Available for last 3 years	Allocation 2005-06	Total Allocation	Total Released
1	Karachi	177.500	27.750	205.250	0.000
2	Hyderabad	37.172	33.656	71.125	11.659
3	Matiari	0.000	21.691	21.691	0.000
4	Tando Muhammad Khan	0.000	16.028	16.028	1.884
5	Tando Allahyar	0.000	13.990	13.990	0.000
6	Dadu	38.319	6.849	45.165	0.599
7	Jamshoro	0.000	4.369	4.369	0.000
8	Thatta	47.538	17.160	64.638	0.000
9	Badin	57.152	8.738	65.890	25.073
10	Mirpur Khas	53.516	10.856	64.372	63.229
11	Umerkot	0.000	7.926	7.926	0.000
12	Sanghar	54.722	46.681	101.403	7.748
13	Thar	45.097	16.737	61.837	35.677
14	Sukkur	18.971	10.005	28.979	6.544
15	Nawabshah	28.834	10.536	39.370	3.490
16	Naushehro Feroze	48.627	15.100	63.727	63.727
17	Khairpur	61.664	21.500	83.164	83.164
18	Ghotki	29.538	31.538	60.722	27.290
19	Larkana	49.072	8.839	57.961	27.672
20	Shahdadkot	0.000	9.086	9.086	8.018
21	Shirkarpur	52.240	10.815	63.055	0.000
22	Jacobabad	37.000	11.697	48.697	5.981
23	Kashmore	0.000	16.314	16.314	0.000
	Total	836.962	377.861	1214.759	371.755

Mr. Iqbal Memon identified following key problems regarding CCBs:

- Lack of awareness at all levels
- Political opposition
- Non-availability of TO (P) at TMA level, weak capacity and shortage of resources among local government officers

- Lack of adoption of Council Process
- Problem of arranging 20% funding in case of big projects
- Complicated process (lack of capacity amongst CCBs) to prepare the estimates of the project etc.
- Slow release of the funds
- Loss of image by big NGOs
- Some subjects excluded in the list
- Fear of accountability
- Fear of misuse of funds
- Provincial tier as an addition in the approval process

Giving a way forward for the mobilization of CCBs, Mr. Memon recommended:

- Strong political support (e.g. by imposing time limits)
- Simplification of procedure (One window facility at all levels (CDGK/TMA))
- Mass awareness (e.g. by UC Nazims/TMA Councilors/ LG Officers/ Common Citizens)
- Dissemination of forms
- Engineers at all levels to prepare cost estimates within 10 days of referral by EDO (CDD) and TO (P)
- The Charge for the post of TO (P) at TMA level be given to any available officer
- Provincial interference and approval be restricted to the extent of over all financial limits

4. Question & Answer Session:

(Panelists: Mr. Abdul Kabir Kazi, Ms. Zarfishan, and Mr. Riaz Shaikh)

i. Performance regarding CCBs:

Ms. Zarfishan informed that interest has been generated among the communities to form CCBs and get them registered. Referring to the performance of CCBs in Bin Qasim Town she informed that 12 projects have been initiated from which 2 were complete and 1 football ground was also complete.



Picture 6: The panelists answering questions

ii. Capacity of CCBs to prepare proposals:

Mr. Riaz Shaikh informed that there was no need of expertise within CCBs to prepare technical proposals. He further informed that if a CCB wanted to construct a sewerage line it did not have to prepare a technical proposal for it rather it just needed to give an outline of the project. He added that the sectoral officer would prepare site plan and cost estimates after visiting site and hand it over to TO (Planning), who would earmark funds for the project.

iii. Awareness:

Mr. Kabir Kazi stressed the need to create awareness among the officials and communities regarding CCBs. He particularly mentioned the critical role of Nazims and Naib Nazims and CDD officials on the subject.

iv. Monitoring:

Mr. Riaz Shaikh mentioned that DCO has to form a committee for the monitoring of CCB project that included sectoral officers, EDOs etc. Apart from this there were other monitoring committees for the purpose, which included Special Zila Monitoring Committee for CCBs and Special Town/Taluka Monitoring Committee for CCBs. Then there was Audit either by Accountant General Office (for District Governments) or Local Funds office (for TMAs) for the purposes of audit, he added.

v. Violation by CCB:

Mr. Riaz Shaikh informed that as per CCB Rules 2004, Part III, Rule No. 10 if a CCB violated the agreement that it had signed with the local government the local government could terminate the agreement and either keep the project with itself or hand it over to another CCB in the area.

vi. CCB Classification:

Ms. Zarfshan informed that Local Governments would announce classification of projects for CCBs in line the functions of that local government given in SLGO.

vii. Time Frame:

Ms. Zarfshan informed that the timeframe was given in the schedule, which was followed through budget call letter.

viii. CCB Forms:

On a question, Mr. Riaz Shaikh informed the participants regarding following different CCB forms;

1. A group of people will submit an application on a plane paper for availability of a name for CCB to the registration authority
2. The registration authority will confirm the name of CCB on Form-1
3. After the name is confirmed, the CCB members will submit Form-2 mentioning a list of 25 founder members
4. Registration authority will issue a certificate of registration on Form-3
5. With the help of concerned sectoral officer, CCB will prepare a project proposal on Form-4
6. After the project is approved by concerned council, an Agreement will be signed between concerned local government and CCB on Form-5
7. CCB will submit request for transfer of installment on Form-6
8. Re-appropriation up to maximum of 20% of the approved budget in any head may be done by CCB on Form-7
9. Status of the excess and surrender will be given on Form-8.

5. Speech by Naib Nazim, CDGK, Ms. Nasreen Jalil:

Naib Nazim, CDGK, Ms. Nasreen Jalil thanked Nazims and Naib Nazim of TMAs of Karachi for taking time to attend the workshop. She said that it was imperative for CDGK to organize trainings and workshops on CCB as not a single penny was utilized on CCB projects in Karachi. She stressed on the need to mobilize CDGK and TMA representatives and officials to create awareness regarding CCBs among the communities.



Picture 7: Naib Nazim, Ms. Nasreen Jalil delivering her speech at the workshop

Ms. Nasreen Jalil thanked SDSSP for the assistance for holding the workshop and urged for more training on CCBs so that communities and local governments could benefit from the projects initiated from CCB funds.

6. Decisions:

With the consensus of the participants following decisions were taken in the training workshop:

- i) Officers of local governments to coordinate with the councils and monitoring committees regarding CCBs,
- ii) Awareness agenda would be prepared by Ms. Zarfishan,

- iii) CCB Rules 2004 would be printed and distributed among Nazims, Naib Nazims and Monitoring Committees,
- iv) CCB funds would be utilized by the local government,
- v) SDSSP would fund the establishment of CCB Facilitation Center.

7. List of Participants:

- i. Ms. Nasreen Jalil, Naib Nazim, CDGK
- ii. Mr. Ziauddin Jamal, Naib Nazim, Jamsed Town
- iii. Ms. Shamim Akhtar, Chairperson Education Committee
- iv. Mr. Yousuf Shah, Naib Nazim, Bin Qasim Town
- v. Mr. Jan e Alam Jamot, Nazim, Bin Qasim Town
- vi. Mr. M Hanif Surti, Nazim, New Karachi Town

- vii. Mr. Mumtaz Hameed, Nazim, North Karachi Town
- viii. Mr. Muhammad Asif Siddiqui, Member, CDGK Council
- ix. Mr. Sher Afgan Khan, Member, CDGK Council
- x. Mr. Wasay Jalil, Nazim, Gulshan Iqbal Town
- xi. Mr. Ahsan Siddiqui, Member, CDGK Council
- xii. Mr. Abid Nisar, Nazim, Gulberg Town
- xiii. Mr. Abdul Kabir Kazi, PD, SDSSP
- xiv. Mr. Muhammad Iqbal Memon, DPD, SDSSP
- xv. Ms. Anjum Iqbal, DS, Dev II, Finance Department
- xvi. Ms. Asma Aftab, PO (ID), SDSSP
- xvii. Mr. Shoaib Akhtar, Naib Nazim, Gulshan Iqbal Town
- xviii. Mr. Gul Badshah, Naib Nazim, SITE Town
- xix. Mr. Sohail Ansar Zaid, Naib Nazim, Gulberg Twon
- xx. Mr. S. Tajamul Hussain, DDO, CDD, CDGK
- xxi. Mr. Rafiq Mustafa, PO (F&A), SDSSP
- xxii. Mr. Muhammad Rehan, Admin Assistant, SDSSP
- xxiii. Mr. Abdul Sattar Brohi, Naib Nazim, Gadap Town
- xxiv. Mr. Nasir Khan, Naib Nazim, Saddar Town
- xxv. Dr. Nikhat Shakeel, Khan, Chairperson MCHC
- xxvi. Ms. Zarfishan Arbab, DDO, CDD, CDGK
- xxvii. Dr. Irshad Ahmed, Naib Nazim, Landhi Town
- xxviii. Mr. Khalid Mustafa, Nazim, Jamshed Town
- xxix. Mr. Shahid Bashir, Naib Nazim, Orangi Town
- xxx. Mr. Humayyun Mohammad,
- xxxi. Ms. Sarwat Arif, Chairperson Population Welfare Committee, CDGK
- xxxii. Mr. M Imran, Nazim, Shah Faisal
- xxxiii. Mr. Arif Hasnain, Nazim, Landhi Town
- xxxiv. Mr. Zafar Ahmed, DPA, SDSSP
- xxxv. Mr. Azeelul Hasan, CCB Exec Member
- xxxvi. Mr. S. Asif Hussain, Coord CMIS, CDGK
- xxxvii. Mr. Zahid Mahmood, Naib Nazim, Baldia

- xxxviii. Mr. Sharafat Ali, Naib Nazim, Malir Town
- xxxix. Mr. Khalid Jamil Ansari, CMIS Member
- xl. Mr. Ahmed Saeed Khan, Consultant, CCB
- xli. Ms. Rafia Ahtsham, Chairperson Literacy
- xlii. Ms. Farhana Iqbal, Chairperson, Federation of Pakistan CCI
- xliii. Mr. Mohammad Arif Khan, Nazim, Korangi
- xliv. Mr. Irfan Khan, Nazim, SITE Town
- xlv. Mr. M Nafees, Urdu Typist, CDD, CDGK
- xlvi. Mr. M Nadeem, Urdu Typist, CDD, CDGK
- xlvii. Mr. Pervaiz, Urdu Typist, CDD, CDGK
- xlviii. Mr. Asif Ishaq, Steno Typist, CDD, CDGK
- xlix. Mr. Mumtaz, Clerk, CDD, CDGK
- l. Mr. Asif Ishaq, ADO, CDD, CDGK
- li. Mr. Kamran, Naib Qasid, CDD, CDGK
- lii. Mr. Younis, Electrician, CDD, CDGK