



# Community Driven Local Development Programme



Government of  
Khyber Pakhtunkhwa



The Project is funded  
by the European Union





## What is CDLD?

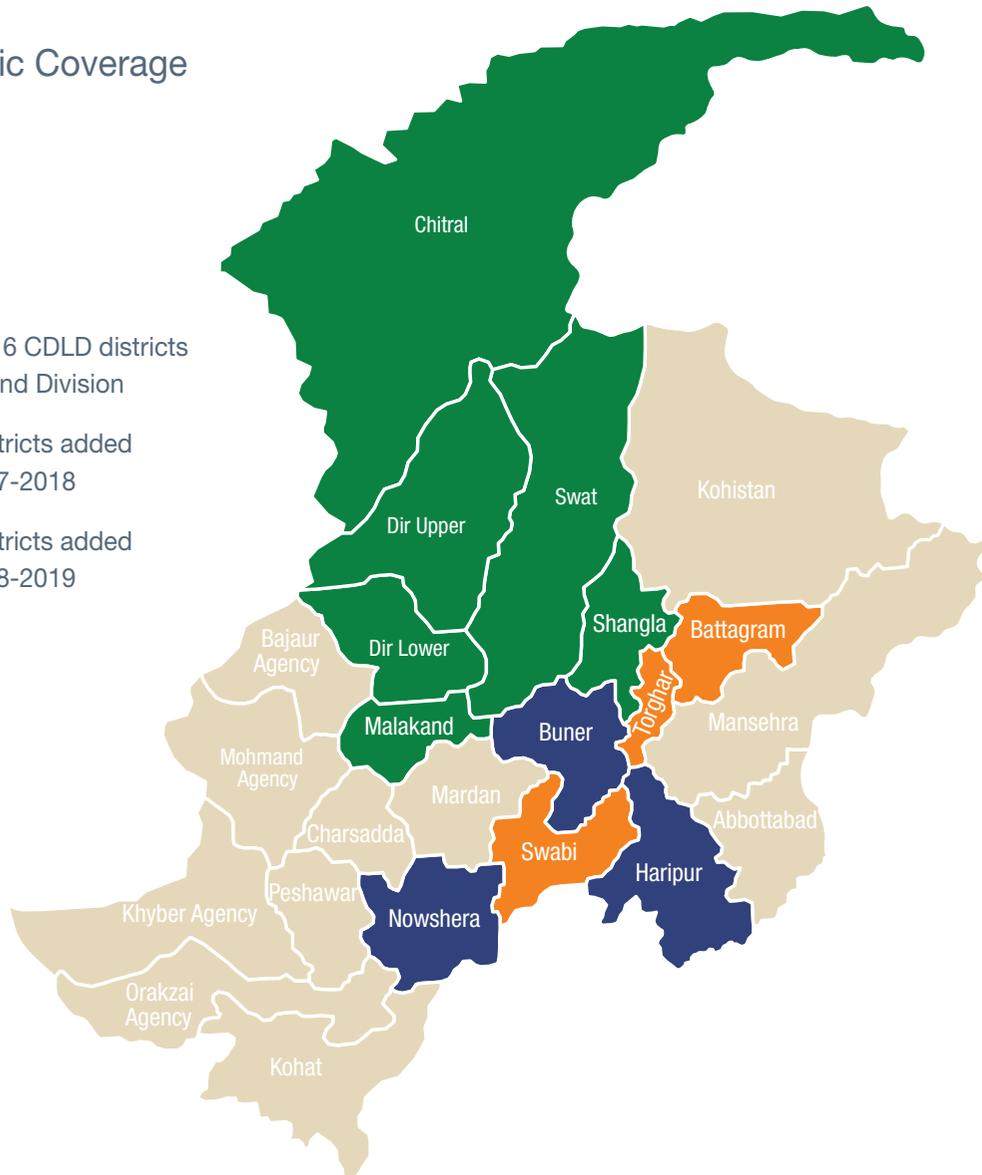
The Community Driven Local Development (CDLD) is a fiscal and regulatory framework that enables communities to access public funds addressing their basic needs, and contributes to the improvement of frontline public services delivery. The CDLD Policy empowers the local communities to identify, implement and manage small-scale infrastructure and livelihood projects. The Khyber Pakhtunkhwa provincial government approved the CDLD Policy in 2013.

# CDLD

## Geographic Coverage

2017-2020

- The initial 6 CDLD districts of Malakand Division
- 3 new districts added in FY 2017-2018
- 3 new districts added in FY 2018-2019



## A Message from the Minister



### **Akbar Ayub Khan**

Minister for Local Government, Elections, and Rural Development. Government of Khyber Pakhtunkhwa.



The Community Driven Local Development programme is the Government of Khyber Pakhtunkhwa's signature gender-sensitive social delivery program. CDLD targets the most entrenched barriers to progress and sustainable development in the 13 districts of Khyber Pakhtunkhwa by employing a diverse, inclusive, and bottom-up community development approach. The benefits of this approach have influenced communities across the programme districts. The government and people of Khyber Pakhtunkhwa are thankful to the European Union for their partnership that has helped in making this programme a remarkable success by engaging the lowest tiers of local government. The government very proudly declares CDLD as its recognised community development model. We look forward to extending the scope of the CDLD model to the whole of the province, including the newly merged districts.

## A Message from the EU Ambassador



**H.E.  
Androulla Kaminara**

Head of Delegation,  
European Union Delegation  
to Pakistan



The European Union Delegation to Pakistan values highly the contribution that the Community Driven Local Development Policy has extended to vulnerable rural communities in 13 districts of Khyber Pakhtunkhwa, including Malakand Division that, in the recent past, has suffered from militancy and natural disasters. The CDLD policy has done so by increasing access to public services to marginalised households, by strengthening the effectiveness of local government to respond to priority needs of communities and by supporting an inclusive process of local planning and investment at local level.

The mix of the top down and bottom up developmental approach implemented through the CDLD has given a platform to the rural poor - men, women, children, people with disability and other members of the community – to lead and manage their local development. Through its implementation model, CDLD has also provided a conducive environment for local government and local people to work together, increase the trust in each other and collaborate for the common good.

The European Union Delegation is proud to have supported such policy and welcomes the plan of the Government of Khyber Pakhtunkhwa to extend CDLD implementation incrementally to the whole province with their own resources. This is a testimony to the relevance of the policy and to the commitment of the provincial government to inclusive development and growth.

## EU Budget Support

To enable the Government of Khyber Pakhtunkhwa to implement this innovative governance and community-driven development approach in the initial six districts of Malakand Division (and later also in another seven districts), the European Union (EU) provided:

- **Budget support** (€ 57.125 million) (PKR 7,826 million)  
(Government share: PKR 3,789 million);
- **Technical assistance** (€ 14.175 million) (PKR 1,942 million);
- **Social mobilisation services** (€ 7.5 million) (PKR 1,027 million).

## Fiscal Decentralization

CDLD is a budget support programme, wherein EU and government funds are jointly deposited in the provincial account.

A fiscal system was established to enable funds to flow from the provincial account to the district account office, and subsequently to the CBO accounts after passing through government procedures. This system is speedy. Funds are released to communities in advance as would be required in any community-led intervention. It is the uniqueness of the CDLD approach that communities are provided funding by the government.



## Technical Assistance

EU-funded technical assistance was provided to enable the provincial and district governments to implement the CDLD Policy.

The technical assistance provided expertise in relevant technical areas, delivered formal and on the job trainings and supported implementation particularly in the:

- Review and improvement of the CDLD Policy implementation procedures;
- Establishment and operationalisation of the governance and institutional framework (PCRC, DDC, TEC);
- Establishment of a fiscal framework (fund flow & management);
- Monitoring and evaluation systems including a Management Information System allowing for policy feedback;
- Engineering standards & compliance;
- Communication and visibility support.

## Policy Coordination and Review Committee

The PCRC is an important element of the CDLD governance and institutional framework. This is the highest-level provincial body that steers and provides strategic guidance for the policy implementation.

The Secretary Local Government chairs the PCRC. Members include the Director General Local Development as the main implementing department, Secretaries of all devolved departments, Commissioners of Malakand and Hazara Division, a member from a Civil Society Organization and the European Union Delegation.



## **Social mobilization**

Initially, the Sarhad Rural Support Programme provided social mobilisation support to mobilise communities under the CDLD programme. However, in 2019, the provincial government internalised this function. Since then, social mobilisation has been incrementally been integrated within the functions of CDLD at the local government level. Social mobilisation is the key component of the programme that sensitises the communities to identify, prioritise and implement development needs. CDLD's approach bridges the trust deficit between the communities and the government.

## **Third Party Validation**

The CDLD Policy requires an independent assessment of its implementation, i.e. by an independent entity. An independent TPV firm was engaged to carry out an assessment of the CDLD projects, on a sample basis, including an assessment of the compliance in the implementation process with the policy documents covering all processes and stakeholders. Thus, the assessment informs the content of the annual policy review and guides correction measures in the projects.

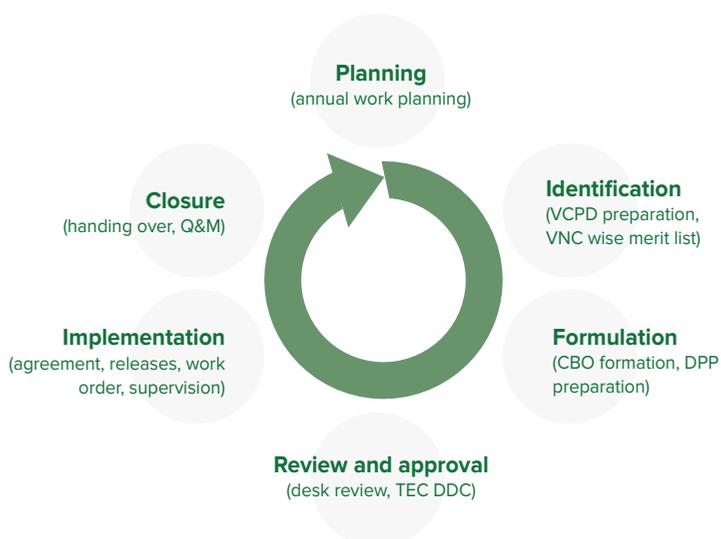
## **Village Council Development Plan (VCDP)**

This programme gifted the district governments a novel approach of VCDPs, wherein the needs and aspirations of the communities are deliberated and prioritised. The success of this model is exhibited by the fact that the VCDP approach is incorporated in the KP-Local Government Act.

## **CDLD Management Information System**

A state-of-the-art online management information system ([mis.cdldta.pk](http://mis.cdldta.pk)) has been established under the CDLD programme, not only to manage the enormous amount of data produced under CDLD, but also to provide a transparent system for selection of the community schemes for funding. The data in the CDLD MIS is entered by data entry operators and the pool of engineers in the field, and is utilised by all stakeholders, programme managers, senior provincial officials, the donor and the beneficiary.

## Project Tender/Cycle



## Result and Impact

### Key Milestones Achieved (21 Dec, 2020)

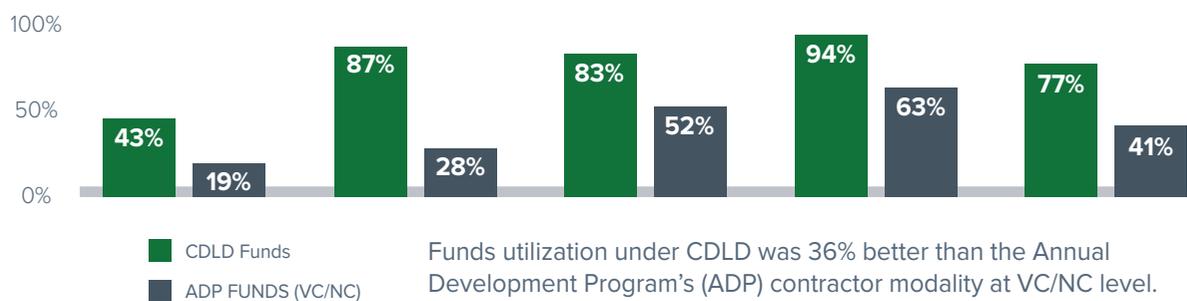
Total Approved Projects	5 820
Women Specific Projects	1 147
Projects Completed	3 869
Worth of Approved Projects	PKR 6.78 Billion
Amount Disbursed to CBOs	PKR 6.78 Billion
No. of Village Council Development Plans developed	1 549
Direct Beneficiaries	7.7 Million
Membership pf CDLD CBOs	>125 000
Government officials capacitated on CDLD	5 650

PCRC successfully established and functional: 21 meetings conducted.

Social mobilization function internalized.

CDLD Policy Implementation Unit integrated within the Directorate of Local Government.

## Funds Utilization (CDLD Vs ADP Model)





# Women Projects

## Women Empowerment

### *A Garden Where Hope Grows*

This is a story of hope; hope that accomplished amazing feats. In this case, such hope grows in an olive garden that is nurtured by the spirited and tenacious women of Dherai, Talash, Lower Dir. This is Ayesha's story and her hope of financial empowerment and independence.

She is the proud president of her all-female CBO, "Olive Growers Association," which grows and harvests olives and also runs a burgeoning industry where olives and olive-based products such as olive oil, tea, pickles, jam, etc., are processed and packaged for market use. But Ayesha clarifies that she couldn't have achieved any of it without the government of Khyber Pakhtunkhwa's Community Driven Local Development (CDLD) program that works in collaboration with the European Union.

She elaborates,

**"I knew we women needed work to change our situation but I didn't know where to start or to find help. Due to lack of resources, my hopes would quickly give way to disappointment..."**



**I gave up many times...but when I heard about CDLD's women-led projects in the nearby villages, for the first time I mustered the courage to really hope."**

CDLD is the Local Government department's flagship programme that provides a platform that perfectly coalesces community and government resources to ensure that everyone like Ayesha gets the support that she needs.



**CDLD funded** the construction of a processing unit, with two large storage rooms, a washroom and the machinery for making and packaging green tea extracted from the leaves of olive plants. The yard is used as a nursery for the newly grafted olive plants that has considerably increased olive production.



The seasonal income of a farmer has almost doubled and has increased from 80,000 PKR to around 220,000 PKR. This project has given an acutely needed financial boost to around 5000 direct beneficiaries, 2,392 of whom happen to be the remarkable women of Dherai. Moreover, around 50,000 community members are indirectly deriving benefits from this project.

**CDLD has changed** the lives of the women of Dherai by enabling them to earn their own livelihoods and to do so with pride. CDLD gave them the kind of hope that grows by the day.



## Women Empowerment

### *Women of Chitral: The Skill of Acquiring Financial Freedom*

Jamila Bibi explains how the struggles of the women of Ghat Mulkhov village, Chitral, regrettably begin at home. “A woman has no right to be in charge of such a huge project”, the menfolk of her village declared, but she stood her ground. She persevered when she was threatened and dragged through court for asking for her right to economic empowerment.

She explains that the potentiating force behind her hope and courage was the support of the government of Khyber Pakhtunkhwa’s Community Driven Local Development programme (CDLD) that works in partnership with the European Union.

CDLD accepted Jamila Bibi’s application where she requested funding for a training and vocational center for the women of Mulkhov that is home to 2000 households. The centre provides training in stitching of clothes for marketing and thus providing additional household income.

The people of Mulkhov, especially their women, have been living below the poverty line for ages. CDLD furnished Rs. 1.16 million for the centre that has successfully trained 150 women to date and where the number of trainees is growing by the day.

**I could not back down because it was not just about me... Every girl and woman in this village required these skills to make ends meet... I thought to myself that if women are allowed to play cricket in a stadium full of people, why can’t we run a vocational centre to earn a livelihood?** Jamila Bibi shares.



Expanding on the change of attitudes in her village, Jamila Bibi states:

Now the wives, daughters, and sisters of the same men who stood in the way of our economic independence and created hurdles for us, are enrolled in the vocational centre and are on the path of economic empowerment.



The goal of CDLD is to scaffold Chitral district's social and economic development to foster growth and sustainability. Around 543 development projects have already been approved with a budget of Rs. 593 million are incorporated in the Village Council Development Plan. 87 of these projects are exclusively for women because CDLD believes in gender-sensitive and inclusive social delivery, specifically designed for the marginalised and vulnerable sectors of society.



# Livelihood Projects

## Improving Livelihoods

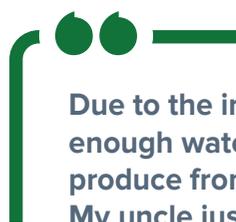
### *When Untapped Human Potential Takes the Right Course*

Azhar ud Din, a local of Kabal and an invaluable member of Kabal's Village Council, walked to the newly built irrigation channel, gave a wide smile, and demonstrated its working by opening one of the sluice gates. As soon as he opened the gate, the water from the channel gushed forth and soaked the nearby fields. It was a proud moment for Azhar ud Din as he had played a pivotal role in the materialization of this irrigation channel that caters to about 1000 direct beneficiaries.

Because of the CDLD programme, dedicated people like Azhar ud Din now have an opportunity to play leadership roles in bringing prosperity to their community.

Rainwater and snowmelt are the only water resources available to the people of Kabal, which are imperative for optimal growing conditions. Since people of Kabal predominantly depend on agriculture for their livelihood, water wastage and the resultant water scarcity, have been formidable barriers that needed immediate action.

Azhar ud Din shared:



**Due to the irrigation channel, we all received enough water to cultivate our crops and the produce from them yielded very good money. My uncle just sold six lakh rupees worth of tomatoes! It's unheard of in our community.**

The community of Kabal added that the irrigation channel has enabled them to grow and sell all kinds of vegetables and fruits in the local market, consequently markedly improving their livelihoods and providing them much needed economic stability.



When asked about his experience and the impact of the project on him and his community, he said:

**We couldn't cultivate our land despite our best efforts. The rainwater is not as abundant as it used to be, the snowmelt is equally scarce. Whatever little we got, almost all of it would go wasted by dripping down the hills. We had land but what was the use if we couldn't irrigate it?**



The bridge sustains both foot and vehicular traffic and facilitates the surrounding communities in accessing the Shalizar Basic Health Unit of Lilowani. This timely access to healthcare is a considerable relief from the unnecessary and avoidable suffering that had riddled these communities for years. In short, the Kass Bridge is a lifesaver.

# Infrastructure Projects

## Increasing Access

### *No Bridge Too Far*

When we look at a bridge, what do we see? We look upon an iron will defying odds like deep chasms, tumultuous waters, unfathomable distance and heart-wrenching disconnect. To us, the simple combination of supports, span and foundation appears as a symbol of strength, connection, timelessness, and grace.

However, between the precipitous mountains of Shangla, these bridges, majestic or humble, are more than that—they are people's lifelines. They save lives and livelihoods alike. The Community Driven Local Development program of Khyber Pakhtunkhwa that works in close collaboration with the European Union, endeavours to build and restore these lifelines so that the communities of Shangla can have equitable access to work, markets, healthcare, and educational institutions. An example of CDLD's remarkable interventions in Shangla is the restoration of the Kass Bridge, in union council Lilowani, tehsil Alpuri.

The Kass Bridge connects two vertiginous mountains and provides a safe foot and vehicular passage over a rough river crossing. Prior to the repair of the bridge, the people of the small village of Kass, Shangla, suffered not only isolation from relatives and loved ones but also from basic facilities. Pedestrians would have to travel on foot for forty minutes and more through treacherous terrain to get to the Basic Health Unit (BHU), schools, or market in the nearby Lilowani town.

**“I remember when we got stuck on either side of the collapsed bridge... We just stared at each other helplessly and couldn't get through to each other as it was our only means of travel across the river,”** Shadi Khan shares.



The bridge sustains both foot and vehicular traffic and facilitates the surrounding communities in accessing the Shalizar Basic Health Unit of Lilowani. This timely access to healthcare is a considerable relief from the unnecessary and avoidable suffering that had riddled these communities for years. In short, the Kass Bridge is a lifesaver.

Due to CDLD's strong advocacy of gender equity and its espousal in all its social delivery projects, the female CBO of Kass felt encouraged to take initiative in the repair of the bridge. The female community-based organisation, Gulbahar no: 2, proposed and prioritized this project over others because women and children were among the most stricken from inaccessibility to health facilities. CDLD facilitated them every step of the way and allocated Rs. 2199800 for the repair of the bridge.

**When the bridge collapsed because of the flood, it was not just the inhabitants of Kass that were affected, but some 8000 people of the neighbouring villages were afflicted as well, Shadi Khan adds.**

**Hayatullah shares, we don't have a middle school for girls so we have adjusted about 100 middle school girls in our primary school. We did that so they can continue their education. Most of our school children come from the neighbouring villages and use this bridge to travel safely.**



## Increasing Access

### *A Link Road, A Lifeline*

The resilient, industrious people of Dokat have the skills to scale the steep hills as it is a part of their daily routine. However, the craggy, switchback path leading to Dokat happens to be a formidable, if not impossible, climb. No vehicles could go up or down the serpentine scree and dirt path with its infamous sharp bends and a precipitous drop on the side. Men, women and children all paid a heavy price for their lack of access to markets, hospitals and schools, sometimes in the form of loss of precious lives. The only solution to their problems was the construction of a link road that would cater to the 165 households of the Dokat village.

**“We suffered two female fatalities just before this link road was built. Our community is still reeling from the tragic loss... they died in labour because we couldn’t reach the hospital in time,”** Hamid Ullah, president of the local community-based organisation informed in a poignant and heart-rendering account of the regretful events. He further shared that the major impetus for building this road came from their women as they suffered immensely from its unavailability and lack of access thereof.

The people of Dokat suffered tremendously due to the lack of a link road but the government of Khyber Pakhtunkhwa, in its close collaboration with the European Union, devised the CDLD social delivery initiative to prevent such unfortunate events from happening again. CDLD helps communities in prioritising their development needs and gives them the financial freedom to successfully meet these needs.



Khaistha Rahman, a local CBO member, shared that due to the link road, the government is now constructing a school in their village. CDLD's link road paved the way for a new government initiative which will make it so much easier and cheaper for the children to attend school minutes away from their homes rather than travelling to a faraway town. The positive impact of a kilometre-long road is saving and changing lives and has indeed become the artery of life in Dokat.

**We couldn't grow fruits despite the superior quality of our soil. The tomatoes and bell peppers would get squished when we would mount them on donkeys and take them to the marketplace. No one would buy them, even for half their price", Khaistha Rahman adds.**

He shared that due to the link road, they can grow orchards of pomegranates, oranges, olives and peaches and take them to the market town in pick-up trucks which saves them time and money. He thanked CDLD and EU for their invaluable contribution to the improvement of their livelihoods and in facilitating easy access to schools, hospitals and market towns.



## Baidara's Beating Heart

### *Building Hope, Building Childhood*

School is a second home to children. They spend a significant amount of their childhood on its premises. Not only do they get an education there to become productive, critical minded citizens but also learn life skills to survive and thrive in a society. Unfortunately, some government schools in Khyber Pakhtunkhwa don't have the capacity to accommodate these children, so their homes away from home are illequipped and many a times a cause of great suffering.

To address this problem, the government of KP has started robust and effective social delivery initiatives to the remotest corners of the province. It was one of CDLD's successful interventions that changed the face of education in the small community of Baidara, Swat.



Before the intervention of CDLD, the Government Primary School Baidara No: 2 used to be one of district Swat's decrepit schools.

Due to the efficacious social delivery of CDLD that empowers small communities, this school has now become a model school and the parents of Baidara now pull their children out of private schools and enroll them here. This project is successfully catering to 412 direct and 220 indirect beneficiaries.

The same is true for all 171 girls who would have been deprived of education altogether if this school didn't accommodate them. The school is able to accommodate these girls because of the two additional classrooms that were built through the facilitation of CDLD.



Mehmood narrates, **“in our school, we (grade 5) didn’t have a classroom. We had a makeshift shelter made of straw and rusted, corrugated metal. Due to overcrowding and inadequate cover, three of my classmates passed out from the sweltering heat once.”**

Spogmay, a 4th grader, shares, **“I have been studying here as the government girls’ school is inaccessible. My parents say that it is dangerous for us young children to cross the main road with its heavy traffic. If it were not for this school, I wouldn’t have gone to school at all.”**



## Equitable Access

### *Let There Be Light*

CDLD is an all-inclusive initiative and it functions through the confluence of effort and resources of the government of KP, the European Union, and the local communities of the 13 districts of KP. It provides an equitable access to decision-making and leadership roles for all members of community debunking the stigma, ableism, and discrimination wrongly attached to people with disabilities. CDLD's Nowshera based projects have provided people with disability opportunities of selection, prioritization, implementation and completion of various stages of the projects. One such project is the installation of solar power run streetlights for village Dagi Khel in Nowshera. Prior to the installation, the communities suffered immensely as stark darkness would engulf the streets and restrict people to their homes.

Zubair, a representative of the Nowshera Especial Persons Welfare Organization (NEPWO), a community based organisation (CBO), shares:

**I always wanted to help out my community but I got into an accident when I was in grade 9 and it left me paraplegic. I never gave up and kept striving to help my community, but always faced disappointments. Our disability doesn't stop us, its the lack of opportunity that holds us back... CDLD gave people like me access to leadership roles and for that I am very grateful.**



In Nowshera, village Dagi Khel, the community suffered from accidents and falls due to the absence of streetlights. Able-bodied people navigate dark alleys, muddy and slippery surfaces, speed bumps and craters in a road differently than wheelchair users. Both require light for better navigation but for a wheelchair user, a slip and fall can prove fatal.

The answer to the myriad of problems of Dagi Khel's local community was streetlights but the community could afford neither the streetlights nor the electricity it required. Even if the streetlights were installed, power outages would make it impossible to have ample light in the streets after dark. CDLD took stock of the situation and in consultation with the community, came up with a solution. They installed nine streetlights powered by solar panels that used the stored up solar energy to keep working all night. This installation not only eradicated the problem of darkness but also of power outages and exorbitant electricity bills.

This project has 2400 beneficiaries. It is fully led, executed, sustained by the efforts of people with disability and is evidence that it is not the disability that is the primary restraint holding them back from work, wealth, and education but a lack of equitable access to resources.

CDLD provided a platform from which the voice of the people with disability was heard and amplified, and their immense potential realized. This is one of the many instances of CDLD's equitable social delivery where it lit up the lives of the people by providing them access to opportunities, sustainable development, and safety.



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