

DEVOLUTION TRUST FOR COMMUNITY EMPOWERMENT

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Annual Progress Report **2007**

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Acronyms

| | |
|----------|---|
| BoDs | Board of Directors |
| CCBs | Citizen Community Boards |
| CCBM | Citizen Community Boards Mobilization |
| CCBN | Citizen Community Boards Network |
| CIDP | Capacity Development Program |
| CEIMS | Community Empowerment Information Monitoring System |
| CSO | Civil Society Organization |
| D/HD | Department for International Development |
| DPO | District Police Officer |
| DTCE | Devolution Trust for Community Empowerment |
| DO | District Officer |
| DO (SW) | District Officer (Social Welfare) |
| EDO (CD) | Executive District Officer (Community Development) |
| FOTs | Field Operations Teams |
| GoP | Government of Pakistan |
| IMF | Information Monitoring and Evaluation |
| KK | Khulfi Keechris |
| LEA | Logical Framework Analysis |
| LGI | Local Government |
| LGA | Local Government Association |
| LGO | Local Government Ordinance |
| LCIN | Local Citizens Information Network |
| MEOT | Manager Field Operations Team |
| MOU | Memorandum of Understanding |
| NCIHD | National Commission for Human Development |
| NGO | Non-Government Organization |
| P&B | Press and Bar |
| PCM | Project Cycle Management |
| PMU | Project Management Unit |
| PO | Police Order |
| PSMS | Police Station Monitoring System |
| SDC | Swiss Development for Cooperation |
| TMO | Tehsil Municipal Officer |
| TOR | Terms of Reference |
| TOT | Training of Trainers |
| UC | Union Council |
| UPSCs | Union Public Safety Committees |
| UNDP | United Nations Development Program |
| V/NCs | Village and Neighborhood Councils |

Foreword

Devolution of power can easily be termed as the first major reform initiative taken in Pakistan to improve local governance and democracy in the country.

In 2001, the Government launched the devolution plan as part of the seven point agenda laid down by the President of Pakistan. The basic principles of devolution reforms were to change the dynamics of power-authority nexus by devolving political authority, decentralizing administrative functions, and distributing resources to the district, tehsil and unions. The objectives were to improve public sector service delivery, increase public sector resources, energize local social capital, and create sustainability and transparency at the local level.

Elected representatives at the district, tehsil (sub-district) and union levels were given administrative and financial autonomy to inculcate a sense of ownership and empowerment in citizens. The devolution reforms also set down mechanisms to safeguard citizen entitlements and created avenues for public private partnership in the form of Citizen Community Boards (CCBs).

To strengthen citizen participation and community empowerment elements of devolution, Devolution Trust for Community Empowerment (DTCE) was established as a not for profit company registered with the Securities and Exchange Commission of Pakistan (SECP) in July 2003 to mobilize communities to assert for their entitlements envisioned in the law, and also to facilitate local governments in the implementation of LGO provisions both from demand and supply side capacity enhancement activities. CCBs were taken as the principle mechanism to achieve the goal of community empowerment.

DTCE initiated wide ranging initiatives including awareness-raising, capacity development, networking and linkages, and developing relationships between CCBs and local governments.

This report highlights DTCE's progress in 2007. Significant progress has been made in partner districts and the performance of the organization showed impressive results. DTCE started the year with a commitment to consolidate its work in the existing 38 districts, and further expanding its work in terms of integrating other programme components like CCB networks and Village & Neighborhood Councils at a larger scale in districts. The report also describes progress in gender mainstreaming as a cross-cutting theme, and lessons learned from the field experience.

In 2007, DTCE graduated in making new partnerships and moved further to involve provincial governments to address policy issues affecting the registration and implementation of community driven CCB projects. Successful negotiations were held with three provincial governments of Punjab, Sindh and Balochistan. Provincial Advisory Boards are now in place in Punjab, Sindh and NWFP to streamline and support DTCE operations.

DTCE thanks its partners especially D/ID of UK and other stakeholders who supported the programme implementation during 2007, and looks forward to their continued support so it can realize its vision of empowered communities in all unions of Pakistan.

Executive Summary

The devolution reforms have built new citizen-centered accountabilities into local government structures and improve the delivery of public services to the local communities. Due to many reasons, in particular, the magnitude of the change that needed to occur and the enormity of the reform effort thereby necessitated, the new system has yet to become fully operational as contemplated in the law. DTCE has been supporting the reform process by detecting and addressing implementation gaps in local government structures and functions due to lack of awareness, capacity or inertial resistance to the reforms itself. During the last four years, DTCE has made significant inroads into the actual functioning of the system and has tried to address the core issues hampering the devolution process. It can now confidently be claimed that a sense of ownership and trust has developed in communities and local government functionaries to take the system forward. With over 42,000 CCBs across Pakistan, community empowerment and meaningful engagement of citizens is not a lost cause anymore.

The year 2007 can be characterized as a period of full-blown activities in terms of DTCE program consolidation and entrenchment. Despite funding constraints in the first two quarters, DTCE has made considerable progress in achieving the planned targets. No new districts were operationalized during the year, and the focus had been on expansion of various program components like Village and Neighborhood Councils (VNCs), CCB Networks (CCBNs) and Police Community Relationship Program in the existing districts. New program manuals were developed to support field activities and IML system was further enhanced and modified.

As a result of DTCE partnership with local governments, civil society and communities, 5,645 new CCBs in 38 partner districts were formed in 2007. More than 3,100 CCB projects were approved by the councils, resulting in the utilization of 1.8 billion CCB funds available at the three tiers.

DTCE being a responsive partner also endowed the cost of 293 Projects of Rs. 23.2 million in Balochistan where development funds are not available for CCB projects.

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Capacity building programmes and mobilization campaigns were initiated in 38 partner districts. CCB Mobilization trainings (CCBM) for elected councilors and Project Cycle Management (PCM) trainings for CCBs were launched in 9 districts. A total of 157 master trainers were trained to replicate training programmes at the union level. At least, 12,503 participants went through capacity building trainings at the UC level.

DTCE and National Commission for Human Development (NCHD) concluded their one year partnership to build capacities of the elected representatives and government officials in June 2007. During the year the focus remained on technical support and back-stopping to officials. However, trainings for Executive District Officers (EDOs) and District Officers (DOs) on monitoring were held; 637 participants attended 35 trainings on horizontal monitoring. Still, monitoring of committees is an area, which requires a more focused approach keeping in view the prevalent capacity gaps amongst councilors and resource constraints with the districts, tehsils and unions.

Networks of CCBs in 19 districts and 79 tehsils/towns are functional and providing members with opportunities to share experiences, as well as strengthen their negotiating power when seeking their due rights and entitlements as enshrined in the LGO 2001. In 2007, DTCE facilitated elections of Village & Neighborhood Councils (VNCs) in 58 UCs of 14 districts, resulting in the formation of 878 Village and Neighborhood Councils. DTCE, being a catalyst provided institutional support to more than 800 VNCs to undertake their primary functions related to street cleaning, garbage disposal and arranging for unarmed village guards.

DTCE launched its police and community relations programme at full scale in Haripur district. Three iterations of Khuli Kechehris (KKs) were held in all Union Councils of Haripur. The issues identified during the KKs were conveyed to the respective police stations for further action. Training programmes for Union Public Safety Committees (UPSCs) in district Haripur and Lasbella were held to develop linkages and working relationship between police officials and UPSC members. Police Station Monitoring System (PSMS) remained functional in all 4 pilot districts, providing computerized data to police stations for crime analysis purposes.

Lawyers and Journalists are enlisted in supporting the CCB movement through the Press and Bar initiative. CCBs in the partner districts are now facilitated by 35 Legal Aid Committees and 32 Press Committees. In addition, Community Empowerment Desks (CEDs) have been established in 12 districts and 47 Community Empowerment Roundtables were conducted in 15 district CFDs.

"Aap Aur Hakoomat" (You and the Government), an interactive television programme was televised and aired on local cable TV networks and national channels in 8 districts. The programmes highlight local governments' roles, responsibilities and results in regard to the delivery of rights and services; it also aims to mobilize the public to demand complete and accountable implementation of devolution reform.

A series of consultations have been held with the provincial governments of Balochistan, Punjab and Sindh, to work out an institutional mechanism to ensure coordination and ownership for DTCE program at the provincial level.

A Memorandum of Understanding (MOU) was signed with the Government of the Punjab, as a result a provincial advisory board has been formed in the province. The MOU also articulates about the establishment of a Local Government Resource Centre to improve coordination among the Devolution Support Projects (DSPs) working in Punjab.

Another advisory board has been notified in Sindh to streamline DTCE activities and similar arrangement is in process with the provincial Government of Balochistan. NWFP has already spearheaded the formation of an Advisory Board to support DTCE programme implementation in NWFP.

The Government of Pakistan and international partners in development demonstrated confidence in DTCE's endeavors. Based on the significant achievements in preceding years and visible improvements at the national level, DTCE signed a Cost Sharing Agreement of \$33.07 million between UNDP and UK's Department for International Development (DFID) for DTCE to support citizens' engagement with government through devolution in Pakistan.

PART-1 GOALS & APPROACH



National Socio-Economic Context

Since 1999, Pakistan has been successfully implementing a macroeconomic reform programme, resulting in some of the best economic indicators in its history. Pakistan's economy has enjoyed over five years of sound economic growth and reduction in poverty since 2002. The average growth rate over the last five years was 7%. Poverty has decreased from 34.46% to 23.94% in 2006. The significant good economic performance has resulted from a combination of sound economic policies and reforms introduced during the last eight years.

However, the gains of the economy have not trickled down to the poorest of the poor. Income gap between the rich and the poor is widening. The United Nations Development Programme's (UNDP) Human Development Index¹ (HDI) presents a dismal picture in which Pakistan ranks 134 out of 177 countries (2006) on HDI indicators. Pakistan's public sector spending on education and health is still less than that of other countries in the region. The Poverty Reduction Strategy Paper (PRSP) points out that Pakistan's social indicators lag behind those of countries with comparable per capita incomes.

¹ Human development index (HDI) looking beyond GDP to a broader definition of wellbeing includes a composite measure of three dimensions of human development: living a long and healthy life (measured by life expectancy), being educated (measured by adult literacy and enrolment at the primary, secondary and tertiary level) and having a decent standard of living (measured by purchasing power parity PPP income).

Cross-country comparisons illustrate that, in Pakistan, little improvement in key health and education outcomes has been made in comparable developing countries, (particularly in relation to the widening of male-female literacy gap and infant mortality) rate. In 2005/06, 53% of 5-9 years old went to school. Life expectancy is 64 years for men and 66 for women and 50% of the adult population is illiterate. Some improvements are visible in clean drinking water supply. In 2004-05, 66% people had access to a tap or hand water pump and 54% had a toilet.

On the other hand, the Millennium Development Goals (MDGs) may remain an elusive challenge for Pakistan, as for other developing nations in Asia, Latin America, and Africa. With a renewed commitment by the Government of Pakistan (GOP), steady progress has been made towards most of the MDGs in Pakistan since 2000. However with a slow starting and steady progress in the 1990 period, MDG targets will be difficult to reach. Despite having a strong commitment by the government to achieve the MDG targets, significant additional resources and efforts will be needed to close the gap on important fronts.

The devolution reforms introduced in 2001 aimed to rejuvenate the state's basic governance structure by transferring the administrative and financial power to the local governments, thereby strengthening local control and accountability to improve basic human development indicators. Local governments have produced significant results in the form of improved service delivery; need based planning and increased ownership by the communities. Still, resource constraints at the district level especially in Balochistan are hampering the devolution process. During the course, some other positive reforms have been carried out in the field of human rights, notably related to police reform, abolition of the death penalty for juveniles and creation of a National Commission on the Status of Women. In November 2006 the National Assembly and the Senate approved the Protection of Women (Criminal Laws Amendment) Bill to reform the Hudood decrees on adultery and rape. These are few important steps which supports the economic and political structures in the coming future.

The year 2007 has been an eventful year for the country. The elected government (2002-2007) completed its five year term in office and new elections are announced scheduled to be held in February 2008. The three phased political strategy announced by the President of Pakistan to move towards complete democracy and civilian rule will culminate into general elections. On the other hand, the country still faces

difficult political challenges in the years ahead: first and the foremost is the transition to a civilian government by strengthening democratic institutions and processes, and secondly control on religious extremism and sectarian violence to sustain economic gains.

Devolution & Citizen Participation

The Local Government Ordinance 2001 and the Police Order 2002 seek to create an enabling institutional environment for a participatory change process that has two main objectives: (1) empower the community through greater voice and participation; (2) improve and streamline the state structures with which they have the most frequent and meaningful contact i.e. the local government and the police. These objectives are inextricable and mutually dependent.

Citizen participation in development is envisioned in the governance reform programme as part of a broader shift from the traditional "top-down" governance modality that keeps the state at arm's length from the citizen to a more "bottom up" approach based on the right to development. This change faces barriers in the form of old institutions, entrenched mentalities, and vested interests. It was realized that without the ownership of local communities and buy-in from local political and administrative actors, development along any lines is most difficult; be it for primary education, clean drinking water, functional Basic Health Units (BHUs), or paved streets.

These services are not only the rights but also the responsibility of the citizens, and they must be duly apprised and mobilized to fulfill their own responsibilities while demanding their rights. Also, empowered communities with increased power and increased capacity will also be able to contribute towards social accountability i.e. they can hold their political leaders and representatives of the state accountable for their conduct to ensure that the resources meant for them are spent for them.

The concept of citizen participation has created a critical mass for an enhanced civil society role in achieving poverty reduction and other MDGs. It is the process of community empowerment that creates space for communities to act and achieve objectives. Citizen involvement in devolution is not a sub-goal of the devolution reform, or an addendum to the national reconstruction process underway in Pakistan. It is a social, political and economic imperative in its own right. Certainly, devolution and community empowerment are complementary processes that are mutually strengthening if undertaken in unison, and at some levels both affect the same stakeholders and seek the same objectives.

³ World Development Indicators World Bank, (2004).

DTCE Promoting Citizen Entitlements

In the context of civil society development paradigm, DTCE on all fronts is helping the devolution to deliver. It is partnering with provincial governments, local Governments' elected representatives, civil society actors including press clubs, bar associations, civil society networks etc to strengthen the demand and supply side of devolution. The community empowerment approach through networking and social capital building is serving to form firm foundations of democracy and a moderate, pluralist, democratic political culture in Pakistan.

DTCE strengthens communities and provides them with the skills needed to direct the course of development for the marginalized. Its uniqueness lies in the holistic mode it has used that is characterized by multi-layered interventions e.g., formation of CCBs, facilitating them to achieve a legal stature, supporting them through start up grants and establishing small scale projects and developing CCB alliances and networks. DTCE makes efforts that women stand beside men as important change agents in the community empowerment movement and views the community and the local government as equally important partners in the struggle for community empowerment.

Contribution to UNDAF & MDGs

DTCE interventions are aligned with the United Nations Development Assistance Framework (UNDAF) targeting MDGs achievement in Pakistan. The programme is inline with the Thematic Area "Agriculture, Rural Development & Poverty Reduction [MDG 1]". The sub thematic outputs of "Enhanced participation in decision making of poor and vulnerable" and "Enhanced access to social services of poor and vulnerable" are mainly focused by the DTCE programme. Similarly DTCE is also indirectly contributing to thematic groups of Education [MDG 2] and Health & Population [MDG 4, 5 & 6]. DTCE addresses UNDAF's three cross cutting issues including gender equality [MDG 3], human rights and civil society participation.

Since 2004, DTCE carries ample experience of building local-level social capital necessary to effect pro-poor growth, agriculture and rural development.

DTCE targets the poor, vulnerable and chronically under-served, builds their skills and confidence needed to undertake collective community action by using CCBs as principal mechanism of change.

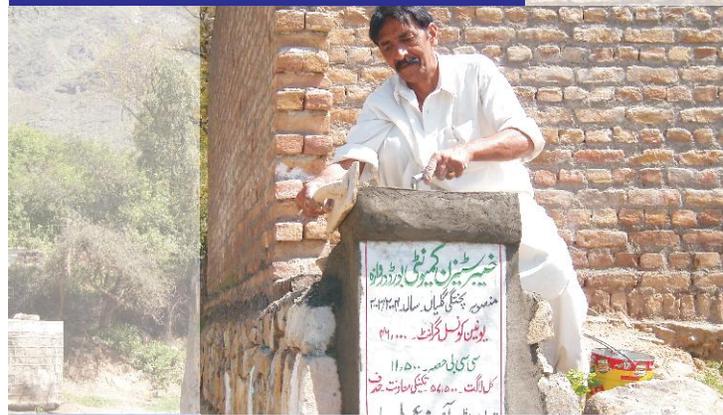
The poor and vulnerable benefit directly, through capacity development and mentoring, and indirectly, through capacity development of local government administrations and local elected representatives, mandated to facilitate and include the poor in local development.

DTCE addresses the following three cross cutting themes of UNDAF:

- Gender equality: DTCE supports gender equality in the country by mobilizing and providing support to women to avail opportunities and resources available for community development under the LGO 2001. Women are encouraged to form and participate in CCBs and access additional channels by participating in networks and alliances.
- Human rights: DTCE raises awareness and build capacities of citizens to exercise their rights. DTCE provides advocacy, networking and legal aid support to generate dialogue between citizens and local governments. Beneficiaries include: poor, vulnerable and non-politically aligned communities; unskilled labor/sharecropper communities; local women's groups and CCBs
- Civil society participation: DTCE support catalytic networks, alliances and partnerships with civil society entities to strengthen local social capital.



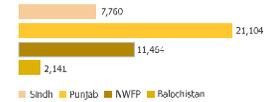
DTCE Citizen Empowerment Movement: Committed to empower women



CCB Registration

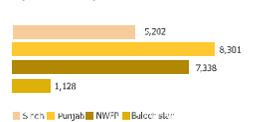
As of November 2007, 42,469 CCBs have been registered all across Pakistan. Over one million men and women are now actively involved in community development work in the country. The rapid expansion in CCB registration horizon indicates the increase in the awareness in citizens to form organized groups to become part of the development process. The province of Punjab is leading with more than 21,000 CCBs registered across the province. Similar trends are also visible in NWFP and Sindh where after a slow CCB registration process in the first three years, the mobilization of communities has now gained momentum. However, due to lesser development funds in Balochistan province, CCB movement consequently is relatively slow.

Fig. 1 Nationwide CCB Registration



CCB registration in DTCE partner districts indicates that a major percentage of CCBs has been registered, projects undertaken and also most of the projects reached completion stage; this has resulted due to the introduction of a holistic program approach employed by DTCE, which assures both the demand and supply side capacity enhancement in the districts. A comparison between DTCE partner districts and non-DTCE districts indicates a marked difference. Comparing the current number of CCBs with the statistics of March 2004, there is an overall increase of 635% in CCB formation across the country. This change in 73 non-DTCE districts is about 427%, whereas in 38 DTCE partner districts the progression stands at 1140%, which indicates an increase in CCBs formation from 1,704 in March 2004 to 21,969 CCBs till March 2007 and this number is increasing persistently. Comparative figures are listed in the table below.

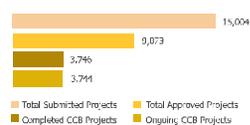
Fig. 2 CCB Registration in DTCE Partner Districts



CCB Project Development & Execution

CCBs in all districts have submitted approximately 15,004 projects with 9,073 of them approved and 3,746 projects have been completed. Currently, there are still 3,744 projects underway and on the road to completion. As of November 2007, district governments utilized a record Rs. 4,122.53 million funds specifically allocated for CCB projects in 110 districts across the country. A cumulative amount of Rs. 5,237.83 million has been spent on CCB projects district wide, with Rs. 1205.6 million as 20% community share.

Fig. 3 Nationwide CCB Project Execution Status



In DTCE partner districts, an amount of Rs. 9,011 billion was accumulated since 2001. With the DTCE intervention and particularly with the introduction of performance based incentives and institutional support for the local government officials there has been significant improvements in utilization of funds and Rs. 3,549 billion was untapped for CCB projects, of which Rs. 1.8 billion have been drawn down during 2007. Still a big target of Rs. 5,462 billion is available. This indicates that about 1.5 million citizens are directly benefiting from these projects, which are mostly related to water supply, sanitation and street pavements. Major expenditure was made at the district level followed by tehsils, whereas as little as Rs. 60 million were spent for union level CCB projects.

Fig. 4 Funds Utilization in 38 Partner Districts (in millions)



Institutionalizing Performance Incentives

In an effort to effectively support institutional development that leads to improved governance and better service delivery, a national consultative workshop titled 'Incentives and Institutional Behavioral Change in Local Governments' was organized in Bhurban, Murree. The participants deliberated to reach a clear understanding of the legal and procedural requirements for establishing a performance incentives system in the local governments and shared successful practices regarding incentives. The workshop constituted over 60 participants mostly comprising District Coordination Officers (DCOs) and Executive District Officers (EDOs) Finance & planning (F&P) from 38 DTCE partner districts.

In result, District Tando Allah ar has allocated PKR 4,023 Million for performance-based incentives in its annual budget for the year 2007/08. The district sanctioned allocations for the first time to most of its devolved departments and their officials, including DOs and DDOs. Using DTCE prescribed methodology for performance incentives, and work plan templates as a reference, officials began by mapping out departmental Organograms, job descriptions and Work plans. The exercises constituted a first step in institutionalizing an independent mechanism for paying performance bonuses. DTCE is also sensitizing other districts to adopt the same methodology for performance bonuses.

Progress at a Glance

DTCE's goal is to "increase accountability of the state to the citizen" and the project purpose is "increased citizen participation, and improved utilization of district development funds, in local governments in Pakistan". The Logical Framework Analysis (LFA) stipulates objective towards accomplishing this goal; the progress made against four major outputs in 2007 is summarized below:

a. More responsive, transparent, and inclusive CCB registration mechanisms.

- There are now an estimated 21,969 CCBs established and working with DTCE support in 38 districts out of which 5645 have been an outcome of year 2007.
- At present 549,225 actively engaged citizens are benefitting as a result of their membership of CCBs established with DTCE support in 38 districts.
- Approximately, 1000 CCBs with at least 33% female membership established with DTCE support in 2007.

b. CCBs effectively enable citizens to access public funds

- 10781 Union Councilors and civil society members were trained by 57 master trainers in CCBM training events held in 9 districts during 2007.
- PCM trainings were conducted in 8 districts in 2007 with a total of 1722 citizens from approx 885 CCBs were trained.
- Approximately 3134 CCBs projects were developed and approved by local government, and 1.8 billion funds were utilized or earmarked for these projects.
- DTCE provided funding of Rs. 23.2 million to 293 CCBs in 8 districts of Balochistan and Sindh to accommodate the districts lacking development funds. This also includes female CCB projects.
- Five "One-Window Operations (OWO)" for CCB project facilitation was established and support to 12 OWOs was provided.

c. Citizens enabled to claim a broad range of LGO 2001 entitlements (beyond public funds for CCB schemes projects).

- DTCE expanded its operations to a total of 38 districts across Pakistan. No new district was operationalized during 2007. However, initial selection of 15 new districts completed.
 - 67 UPSC were notified and 216 participants were trained in UPSC training programs. UPSC's core performing roles designated in LGO 2001 in 4 districts where DTCE Police Community Relations program is initiated.
 - 35 Legal Aid Committees are formed in DTCE operational districts, CFDs have been established in 14 districts and 1381 participants took part in 47 roundtables held by these CFDs to date. Press Committees have been formed and trained in 32 districts, 9 of these trainings have been conducted in 2007.
 - 24 LCIN programs "Government & You" developed & aired in 8 partner districts
 - CCB Networks were initiated in 22 districts and election processes have been completed in 19 districts. 16 of these CCBNs have been trained and developed their work plans.
 - Approximately 70% of the registered CCBs participated in the elections and 486 participants were trained in the Workshops.
 - Monitoring Committees notified & trained in 38 DTCE partner districts in 2007.
 - V.NCs established and made functional in 65 UCs of DTCE partner districts, 941 V.NCs have been Established. 5014 participants from 870 V.NCs trained and developed their work plans and institutional support was also provided to them to start up some of their activities as envisaged in the LGO.
- #### d. Improved state-citizen accountability mechanisms through the LGO 2001
- Selection of firm to conduct social audit in Pakistan completed in 2007. The second iteration of Nationwide Social Audit will be held in 2008.

Partnering with Provincial Governments

After getting positive feedback and support from the advisory board in NWFP, DTCE started negotiations with the provincial governments of Punjab, Sindh and Balochistan to work out an institutional mechanism to co-ordinate DTCE programme interventions with the respective governments at the provincial level. A series of consultation were held with the Provincial Governments during 2007.

A Memorandum of Understanding (MoU) was developed jointly between the provincial government of the Punjab and DTCE, which has been approved by the Chief Minister of Punjab and will be effective from January 2008. Besides the formation of a Provincial Advisory Board, the MoU also articulates about the establishment of Local Government Resource Centre within the Provincial Government with support of DTCE. Similarly an advisory board has also been notified by the Sindh government to support DTCE programme intervention in Sindh province and an MOU has been signed with the provincial government. Negotiations held with the provincial government of Balochistan for a similar arrangement will be finalized shortly.

Reforming Legal Framework (CCB Rules)

Significant gaps were identified in the implementation of CCB concept and rules. DTCE took the lead to facilitate NRB and the provincial governments to review and revise the CCBs Rules 2003. The issues relating to CCB cost estimates, income tax, audit and measurement books etc. were highlighted in the recommendations sent to NRB.

All stakeholders concerned were consulted to seek their feedback on the possible solutions. DTCE sent its recommendations regarding review of CCB Rules to NRB for onward submission to the provincial Government for taking necessary actions. DTCE through a broader consultation process involved stakeholders such as Local Governments (LGs), CCBs and other programs / projects working for promotion of CCBs throughout the country. In light of DTCE recommendations, the Punjab Local Government Department revised the CCB Rules and the summary has been signed by the Governor of Punjab. It is expected that the rules will be revised in early 2008.



National Coverage

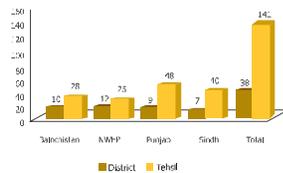
DTCE started its operations in 2004 and is at present operationalized in 38 districts out of the 110 districts across Pakistan, comprising of 12 districts in NWFP, 7 districts in Sindh, 10 districts in Balochistan and 9 in Punjab. During 2007, DTCE placed emphasis on consolidation and follow-up in its existing districts rather than expanding to new areas.

DTCE portfolio includes districts namely Haripur, Abbottabad, Swabi, Lower Dir, Nowshera, Manshra, Charsadda, Bannu, Karak, Kohat, Battagram, and Laski Murwat in NWFP; Khairpur, Tharparkar, Badin, Mirpurkhas, Tando Allah Yar, Thatta, Sukkur in Sindh; Vechari, Muzaffargarh, Multan, Gujrat, Lahore, Rahim Yar Khan, Faisalabad, Narowal, and Sialkot in Punjab; Zhob, Qilla Saifullah, Pishin, Naseerabad, Mastung, Awaran, Lasbella, Kech (Turbat), Gwadar and Sheerani in Balochistan. This accounts for 35 percent of its territorial mandate of all 110 districts of Pakistan. DTCE is working in partnership through MOUs with 38 districts, 141 Tehsils and 2209 Union Councils.

PART-4 DTCE PROGRESS 2007

DTCE's community empowerment portfolio combines programming to an 8-component model that includes: mobilization of CCBs at the grassroots level, formation and strengthening of CCB Networks (CCBN), facilitation to district governments in V/NC elections, capacity building and mentoring of local monitoring committees, establishment of Local Government Associations (LGA), partnering with local Press and Bar Associations, Police Welfare and Community Partnership initiative to strengthen police community relations and development of LCIN for improved public accountability and transparency.

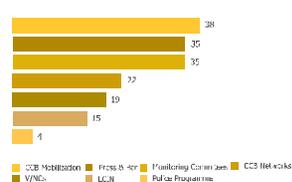
Fig: 5 DTCE Programme Coverage



Programme Status in 38 Districts

Year 2007 witnessed significant expansion in implementation of programme components other than CCB Mobilization. The CCB Mobilization campaigns including training of councilors and PCM trainings for CCBs completed in 38 districts. Likewise, Monitoring committees at district and tehsil levels have been notified and trained in 35 districts. DTCE is working with Press Clubs and Bar Associations in 35 districts. The new intervention areas like CCUN and V/NCs are integrated into the programme in 19 districts. More than 45 LCIN programmes recorded and aired in 15 partner districts.

Fig: 6 Programme Components In 38 Districts

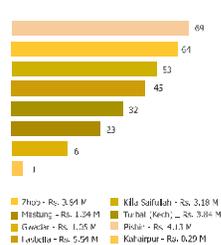


Finally, as per project targets, DTCE initiated its Police and Community Relations Programme in 4 pilot districts one from each province. There are now more than 15 districts where the holistic model of community empowerment has been implemented in its consolidated form.

Project Funding in Balochistan

Owing to the almost non existence of development funds in the partner Districts/Tehsils of Balochistan, many registered CCBs faced great hurdles in getting their projects approved. For that reason, DTCE reallocated its institutional support and transferred 75% of institutional support funds to CCB projects. In 2007, DTCE has funded 293 projects of Rs. 23.2 million in 8 Districts and 11 Tehsils of Balochistan province. Community share is Rs. 5.735 million. The districts that benefited from this reallocation include Mastung, Lasbella, Qilla Saifullah, Zhob, Pishin, Gawadar and Turbat. To further facilitate the CCBs, all the projects were prepared in the PCM training programs by DTCE, which were later approved by the local councils in accordance with the provisions of LGO 2001.

Fig: 7 Grand Funding for CCB Projects, Balochistan



DTCE is working with the provincial government of Balochistan to allocate development funds for CCBs at all three tiers of local government. It is anticipated that the successful implementation of these 293 projects will set an example and motivate government to replicate these projects with their funding.



1- Citizen Community Boards Mobilization

The Local Government Ordinance (LGO 2001) envisions the generation of social capital and collective communal action by providing legal and constitutional cover to the formation of CCBs. These voluntary associations of minimum 25 people are authorized to access 80% of the total cost of their development projects from the local governments by contributing 20% as community share. CCBs are effective instruments for community empowerment, anticipated to play an imperative role ensuing voluntary citizens' participation in development projects. CCBs are also envisaged to articulate citizens' demand and monitor local government service provisions at the grass roots level. However the convoluted rules and regulations involving financial matters, and lack of information and experience amongst the primary stakeholders have played a detrimental role in realizing these objectives.

Citizen Community Board Mobilization (CCBM) campaign is DTCE's main program component, intended to assign a more constructive role to all stakeholders and develop capacity of local community to identify, prioritize, and find solutions to

their problems by using participatory approaches. CCBM facilitates the establishment, promotion and capacity building of elected representatives at the union level, civil society and government functionaries and CCBs. It also focuses on the proper execution of CCB projects to draw down and utilize the local government funds accumulated at the district, tehsil and union council tiers. The foremost objectives of CCB Mobilization are to:

- Increase community participation through CCBs
- Enhance knowledge of CCB procedures
- Support the government machinery in smooth functioning
- Provide financial assistance where funds are not available
- Devise simplified mechanisms to facilitate stakeholders

1.1- Building Social Capital at the Grassroots

The services of local Civil Society Organization (CSOs) are hired for implementation and monitoring of union level interventions. DTCE organizes Training of Trainers (ToTs) events for the selected CSOs, producing DTCE certified master trainers to ensure standardization of training contents and process.

| Training of Master Trainers (CCBM) | | | |
|------------------------------------|------|--------|-------|
| District | Male | Female | Total |
| Sialkot | 17 | 10 | 27 |
| Baltagram | 7 | 0 | 7 |
| Lokki Marwat | 9 | 0 | 9 |
| Sukkur | 7 | 7 | 14 |
| Total | 40 | 17 | 57 |

These master trainers conduct the Citizen Community Board Mobilization (CCBM) and Project Cycle Management (PCM) trainings in the UCs. The objectives behind outsourcing the trainings are to energize local social capital and create a resource from amongst the community, familiar with the local culture, and sustainable after DTCE intervention is concluded. This approach has proven valuable in training need assessment as well as monitoring and evaluating the trainings, consequently maximizing the end results.

DTCE has assembled a pool of 671 DTCE Certified Master Trainers by 2007, consisting of 354 CCBM trainers and 317 PCM trainers in the partner districts. In the reporting year, DTCE conducted ToTs for CCBM trainings in 4 districts of

Punjab, Sindh and NWFP and a group of 57 trainers consisting of 40 men and 17 women qualified as trainers. Whereas ToT for PCM was facilitated in 6 districts of Sindh and 3 districts of Punjab, preparing 100 trainers including 73 men and 27 women. Technical staff from concerned TMAs, mainly civil engineers also participated in the PCM training programs as resource persons to help prepare technical estimates of CCB Projects prepared during the training.

| Training of Master Trainers (PCM) | | | | |
|-----------------------------------|------|--------|-----------|-------|
| District | Male | Female | Engineers | Total |
| Faisalabad | 8 | 5 | 5 | 18 |
| Multan | 4 | 6 | 4 | 14 |
| Muzaffargarh | 6 | 6 | 1 | 13 |
| Badin | 3 | 2 | 4 | 9 |
| Mirpur Khas | 3 | 4 | 3 | 10 |
| Sukkur | 5 | 0 | 4 | 9 |
| Tando Allah Yar | 3 | 1 | 4 | 8 |
| Thatta | 4 | 2 | 6 | 12 |
| Naseerabad | 3 | 1 | 3 | 7 |
| Total | 39 | 27 | 34 | 100 |

1.2- Mobilizing Elected Representatives & Civil Society

By December 2007, DTCE partner CSOs have imparted CCB Mobilization training to 51531 elected members including Union Councilors, Nazims, Naib-Nazims and Union Secretaries, and also non elected members comprising CCB members and social activists during 2262 training events held at the UC level. The active involvement of women representatives in the CCB mobilization activities was encouraged through allocation of funds for women councilors. Besides, the targets set for registration of CCBs also include registration of at least one female/mixed CCB per UC.

| CCB Mobilization Training 2007 | | | | | | | |
|--------------------------------|-----|----------------|-------|----------------------|-----|--------|--------|
| District | Ucs | Elected Reprs. | | Civil Society reprs. | | UC Sec | Total |
| | | M | F | M | F | | |
| | | Thatta | 55 | 430 | 183 | | |
| Badin | 45 | 370 | 160 | 552 | 50 | 44 | 1,175 |
| Tando Allahyar | 19 | 139 | 61 | 308 | 29 | 19 | 356 |
| Mirpurkhas | 41 | 314 | 133 | 416 | 70 | 41 | 883 |
| Multan | 128 | 774 | 362 | 982 | 113 | 151 | 2,371 |
| Sukkur | 45 | 333 | 149 | 500 | 53 | 43 | 1,078 |
| Sialkot | 123 | 925 | 412 | 1,570 | 89 | 166 | 3,171 |
| Baltagram | 15 | 104 | 8 | 194 | 0 | 14 | 320 |
| Lokki Marwat | 9 | | | | | | |
| Total | 480 | 3,389 | 1,458 | 4,967 | 425 | 533 | 10,781 |

The objectives of Citizen Community Board Mobilization (CCBM) training to union councilor are to:

- Facilitate execution of campaigns to raise awareness on CCB mobilization at the union level; the union councilors are seen as the principal agents for mobilizing communities to form CCBs
- Facilitate registration of at least three CCBs at the union level;
- Need prioritization and sectoral classification at the union level.

During 2007, CCBM training events were organized in 480 UCs from 9 districts of N.W.F.P, Punjab and Sindh. In particular, 10,781 members were trained consisting of 8356 men and 1883 women along with 533 union secretaries. The summarized results of CCBM training at UC level are as follows:

1.3- Building CCB Capacities in Project Cycle Management (PCM)

DTCE undertook capacity building initiatives for selected CCB members at UC level to facilitate the CCBs in their project proposals development and subsequent utilization of funds accumulated at the local government tiers. The three day PCM trainings focused on assisting the CCBs to prepare at least one project applicable for local government funding. The PCM trainings were held for clusters of 3-5 unions and highlighted the breadth of CCB projects to encompass infrastructure and socio-developmental concerns as prescribed in the Chapter X Section 98-101 of LGO.

| Project Cycle Management Training 2007 | | | | | | | | |
|--|------|---------------|-----|--------------------|-----|----|----------------------|--------|
| District | CCBs | Participation | | Projects Developed | | | US \$ from (Million) | |
| | | M | F | D | T | U | | Total |
| Faisalabad | 167 | 347 | 19 | 59 | 46 | 4 | 109 | 9.80 |
| Naseerabad | 65 | 320 | 9 | 28 | 37 | 0 | 65 | 8.43 |
| Sukkur | 148 | 245 | 26 | 126 | 18 | 0 | 144 | 57.66 |
| Mirpurkhas | 40 | 50 | 30 | 8 | 32 | 0 | 40 | 7.73 |
| Tando Allahyar | 55 | 80 | 18 | 29 | 17 | 7 | 53 | 14.04 |
| Badin | 17 | 26 | 3 | 3 | 14 | 0 | 17 | 3.44 |
| Thatta | 77 | 137 | 11 | 15 | 59 | 0 | 74 | 15.06 |
| Muzaffargarh | 316 | 558 | 43 | 136 | 199 | 24 | 359 | 170.37 |
| Total | 885 | 1,383 | 159 | 464 | 422 | 35 | 861 | 286.53 |



Certificate distribution after completion of CCBM Training

By December 2007, DTCE has undertaken 42 rounds of PCM training in 32 districts training 10,370 members representing 5979 CCBs. During 2007, PCM trainings for CCBs, Union Secretaries and concerned officials were facilitated in 8 partner districts. A total of 1722 participants consisting of 1563 men and 159 women representing 885 CCBs attended the trainings. As a result 861 CCB projects were produced, which are at different stages of processing with their respective local governments. These projects would utilize Rs. 286 million of the local government funds. Local community has contributed Rs. 57 million as their 20% share.

CCBM Training Outcomes

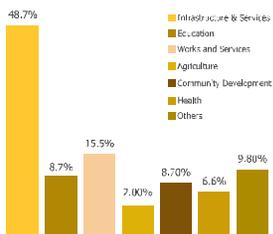
- Expedition of CCBs formation process.
- Development of Union Action Plan (UAP) for mobilization campaign with clear role & responsibilities of all the members in union council and secretary.
- Development of linkages between community & CCBs officials.
- Formation of Monitoring Committees (MC) and their notification.
- Exclusive classification notification as done in a formal council session.
- Capacity Development of the local grass root CSO to carry out such campaigns in future.
- Awareness amongst community activists of importance of CCB and all related information about CCB formation.

1.4- Analysis of Sectoral Priorities for CCB Projects

Starting in 2006, DTCE completed PCM training cycle in almost all of its partner districts. The PCM training was provided to at least 3 CCBs from each union council. The major output of the training is the development of community projects to be submitted to respective local government tier. The analysis of 23 districts where PCM training was provided to CCBs reveals encouraging results as far as the sectoral distribution and priorities of CCBs. 39% projects developed were submitted to district governments, 32% projects were sent to tehsils or talukas and 29 % were small scale projects submitted to union councils.

The sectoral distribution of projects indicates that Infrastructure and Services related projects were focused by almost half of CCBs. Almost 49% of the total projects developed were related to municipal services like street pavements, water supply and sanitation. Similarly, projects related to infrastructure, works and services projects were 15%. About 10% CCBs developed projects related to agriculture and education

Fig: 8 Project Sectors



| PCM Training Outcomes | |
|-----------------------|---|
| ■ | CCBs developed 861 projects including 404 district level projects, 422 tehsil level projects and 35 union level projects |
| ■ | CCBs developed projects worth Rs. 286.53 million to be financed by the local governments |
| ■ | Community contribution of Rs. 71.63 million collected as 20% share. All projects submitted to districts, tehsils and unions |
| ■ | Capacity of local CSOs, CCB network members enhanced in project cycle management |
| ■ | Capacity of CCBs enhanced to develop projects at their own in future |

1.5- Enhancing Institutional Capacity of State Functionaries

With the promulgation of LGO 2001, the local governments were entrusted with new rules and responsibilities; also new rules, procedures and processes were developed. Cognizant to the capacity development needs of the community, DTCL addressed the matter of the District Governments and local leadership capacity building by adopting a two pronged approach: Firstly, designing focused trainings for District Government functionaries, secondly providing "Hand Holding (HH) and Technical Assistance (TA)" to internalize these training efforts. DTCE focuses on informing, educating, and enabling local elected representative and state functionaries to implement measures, including monitoring committees and adherence to other laid down procedures, particularly those relating to usage of public funds.

From April 2006 to October 2007, DTCL in partnership with NCILD targeted 35 districts in which complete cycle of trainings on Planning and Budgeting (P&B) and Citizen Community Boards (CCBs) has been completed successfully. During 2007, more than 1641 district and tehsil officials participated in training programmes on Planning & Budgeting and CCB mobilization.

| Capacity Building of Local Government Officials | | | | |
|---|-----------------|-------------|---------------------|-------------|
| Training Workshop | Target Training | Achievement | Target Participants | Achievement |
| Citizen Community Boards | | | | |
| EDOs & Dos | 7 | 7 | 115 | 150 |
| TMA Officers (Club of 2 Tehsils) | 30 | 30 | 178 | 183 |
| Planning & Budgeting | | | | |
| EDOs & Dos | 7 | 7 | 174 | 158 |
| TMA Officers (Club of 2 Tehsils) | 37 | 37 | 300 | 266 |
| HHF or DDOs | 34 | 34 | 939 | 864 |
| Total | 115 | 115 | 1748 | 1641 |

| Training Outcomes - Capacity Building of Government Officials | |
|---|--|
| ■ | Budget Call letters issued by 76% district governments and 80% Tehsil administration in the targeted districts |
| ■ | Budget for the year 2007/08 developed as per budget rules |
| ■ | More than 55% projects submitted to districts and tehsils approved by the councils |
| ■ | Internalization of new accounting model, budgetary rules and procedures |
| ■ | Facilitation to CCBs in registration and project development |
| ■ | Clarification on rules pertaining to CCBs |

1.6- Reforming Institutions through Technical and Financial Support

DTCL, in consultation with the local government representatives has developed an integrated performance based incentive system for the local government functionaries, which is directly related with registration of CCBs, and facilitation in approval and execution of CCB projects. The rationale was to support implementation of local government system while encouraging behavioral changes in local government state

functionaries, in due course leading to successful and sustainable grass-roots development. The mechanism adopted is the articulation of institutional support against delivery of work: District and Tehsil quarterly work plans were developed with government officials and institutional support provided against the deliverables agreed upon in these workplans.

As part of the DTCE institutional support to districts and tehsils, 25 districts and 59 tehsils of DTCE partner districts prepared their quarterly work plans. 15 districts and 27 tehsils accomplished the required deliverables articulated in the Quarterly work plans, which included allocation of budget for CCBs, issuance of budget call letter, minutes of BDC/DDC/TDC, notification of Zila Monitoring Committees (ZMCs) and Tehsil Monitoring Committees (TMCs), details of CCB projects at district and tehsil level, establishment of one window operations at district and tehsil levels for CCBs, Exclusive Classification for CCB projects and formation of CCBs including female/mixed CCBs.

1.7- Initiation of One Window Operations

DTCL has succeeded in acquiring the much desired interest of the community in development procedures. However, citizens have not been graduated in terms of the technical know-how of the official procedures and communication with local government officials, which often result in delayed processing of CCB registration and approval of community driven CCB projects. One of the key impeding factors is low capacity of local government officials, which is incongruous with the citizen demand in the districts in terms of registering their CCBs and processing of CCB projects.

Cognizant to this issue, DTCL has established OWO Cells at the offices of the DCO and Tehsil Municipal Officer (TMO), where the representatives of the Executive District Officer Community Development (EDO CD) and the EDO Works and Services (EDO W&S) are also present, thereby providing the CCBs with consolidated and optimum platform for addressing their issues. Furthermore, relieving the local government offices of the unnecessary work overload, OWO cells are currently operational in 12 DTCE partner districts.

UNITED FOR DEVELOPMENT



The factors of discrimination against political adversaries and keeping the already marginalized groups underprivileged play a detrimental role towards achieving true community empowerment. Regardless of the measures taken, enduring development requires everybody working together. Deh-41 in Rahim Yar Khan has set a magnanimous example, where despite the politicized atmosphere a former councillor, Razia Bano has taken the initiative of forming a mixed CCB for the development of the area.

Razia Bano has been, "serving her community ever since she can remember," she says, adding, "I used to help and guide people in any way I could and after marriage when I moved to Rahim Yar Khan my husband and the District Nazim who was impressed by my spirit of community service encouraged me to stand for the post of councillor. Whether it was the issue of getting someone's identity card made, or of assisting someone to get credit from the Itai-ai-maal, I was always there for their assistance," she says.

Women being an indispensable fraction of the society are crucial for community empowerment. The community cannot be developed unless the male members of the society, realizing the importance of female participation, facilitate their female counterparts to step ahead and espouse their roles. Razia had been supported throughout her endeavor, which played a vital role in the success of her plans. Not only was her husband encouraging towards her task but the Union Council Nazim also helped by introducing her to the concept of CCBs.

Razia was invited to Taranda, a nearby village where she received her first ever PCM training. As she started learning, more about CCBs she contacted DTCE to organize trainings for them. Razia had the support of her community members who trust her immensely, and it was decided amongst them to convert their small organization Tibba Ali Pur into a CCB. The members are both male and female and they are comfortable working with each other.

In order to uplift the status of females of her area Razia thought of starting her first CCB project as a vocational skill training center. The concept was to engage women usefully thereby participating with their husbands in earning for the family; instead of wasting their time in gossips after completing their household chores. The young girls could also benefit from the opportunity to enhance their skills, which had ample time at their hands after the completion of their matriculation examinations. Hence, the proposal for a vocational training center for the total cost of Rs. 75,000 was submitted. The community share of Rs. 15,000 was contributed equally by all members.

Tibba Ali Pur CCB started its first vocational center with 11 sewing machines and a teacher while Razia also worked as a volunteer teacher herself. Stitching (both ladies and gents garments), embroidery, decoration making are taught at the training center. Razia herself being an expert at the skills trained other teachers. The girls who could afford to pay were and still are charged a nominal fee of Rs. 100 and the teacher's salary is Rs. 800 now. The number of students keeps varying but Razia proudly tells that they never have less than ten students and the center is very popular in the area.

Outcomes of Institutional Support to District and Tehsil

- Issuance of Budget Call letters in all partner districts
- Allocation of 25% development funds for CCBs at district and tehsil level
- Exclusive classification seminars held in 89% district governments and 87% tehsils in the targeted districts to ascertain citizen needs and priorities
- Budget for the year 2007/08 developed as per budget rules
- More than 55% projects submitted to districts and tehsils approved by the councils
- Notification of Monitoring Committees at district and tehsil level in all 38 districts
- VINC elections notification and facilitation during elections
- Facilitation in CCB Network elections and registration
- Information sharing with DTCE, monitoring committees and general public
- Participation of officials in Community round table meetings to discuss issues
- Purchase of necessary equipment for district & tehsil offices
- Operationalization of One Window Operations, including hiring of staff, furniture and fixtures

2- Uniting CCBs In Local Networks

CCB Networks are conceptualized as uniting all CCBs in a district into a single forum. The objective is to give greater voice and negotiating power to CCB concerns in relation to local government, government officials, donors, and politicians. DTCE facilitates the elections, registration and execution of envisioned role of CCB Networks through technical and financial support. The Networking of CCBs is supported to advance demand side of citizen entitlements prescribed in the LGO by enhancing communication amongst CCBs, experience sharing between CCBs, raising awareness in relation to LGO 2001 and CCB Rules, articulating CCBs opinions and experiences to concerned quarters, increasing negotiation power on behalf of CCBs and generating effective dialogue with union, tehsil and district bureaucracy. DTCE supports direct election of CCB Networks at the tehsil level with active support and help of the District Bar Association and CSOs. The tehsil networks later select their district chapters from within themselves.

The Year 2007 has been an eventful year for CCB Networks. Based on the experiences of 2006, DTCE further expanded its work and supported 13 CCB Network elections covering 53 tehsils in all four provinces. At present, DTCE is working with 19 CCB Networks across Pakistan. As indicated in the table below, more than 80% CCBs participated and elected their

leadership through an open and transparent voting process. An interesting element of the network elections is the participation of women. 33% women representation is ensured in all tiers of CCB Networks.

Women in CCB Networks are now involved in decision making process along with their male counterparts in all DTCE supported networks. The CCB network election has generated huge political activity at the tehsil and district level and enormous campaigning and canvassing has been done by contestants to become members of tehsil and district general body. The positive aspect of mobilization and tense election process is the high turn out rate witnessed during the elections. More than 6000 CCBs were involved in the network elections in 13 districts.

2.1- Promoting Local Network Leadership

During 2007, DTCE's capacity development programme for newly formed CCB networks was launched through its Capacity Development Unit (CDU). The main objective of the programme was to give orientation to CCB Network office bearers and members about the responsibilities and proposed activities. The unit developed training curricula, modules and session plans for the network training. During the year 16

District CCB network office bearers and members and office bearers of 45 tehsil chapters were trained by DTCE. Network leadership was also supported to develop their one year workplan during the training. A total of 360 male and 125 female members of 16 networks were trained during the capacity building workshops.

2.2- Supporting Local Networks

DTCE is supporting the elected CCB Networks in their efforts to help CCB movement strengthen at the grassroots level. Through institutional support DTCE aims to build strong grassroots level institutions which can build social capital and create awareness among CCBs and communities to demand their rights and contribute in the development of their areas.

During 2007, 11 CCN Network offices at the district level and 22 offices at tehsil level were established with DTCE support. DTCE provided basic infrastructural support to network offices in the form of office accessories, computers and office rent etc. The network offices in many districts were established within the premises of district and tehsil offices. The strategy proved to be successful as coordination between network office bearers and government officials improved through these offices. Similarly, the elected leadership in districts took

The networks as a support mechanism and provided human resources to support the network functions.

| Capacity Building of CCB Network Members | | | |
|--|------|--------|-------|
| District | Male | Female | Total |
| Kohat | 11 | 8 | 19 |
| Nowshera | 22 | 3 | 25 |
| Bannu | 14 | 6 | 20 |
| Haripur | 21 | 10 | 31 |
| Abbottabad | 26 | 14 | 40 |
| Manshera | 36 | 13 | 49 |
| Karak | 14 | 3 | 17 |
| Faisalabad | 17 | 6 | 23 |
| RYK | 18 | 4 | 22 |
| Narowal | 16 | 5 | 21 |
| Vehari | 16 | 12 | 28 |
| Thatta | 40 | 7 | 47 |
| Tando Allahyar | 29 | 13 | 42 |
| Badin | 38 | 11 | 49 |
| Tharparkar | 23 | 3 | 26 |
| Turbat | 19 | 7 | 26 |
| Total | 360 | 125 | 485 |

Progress Update - CCB Networks

- 11 District offices of CCB Networks established
- 22 Tehsil offices established
- CCB Network convened 14 female conventions to mobilize women to form CCNs
- CCB Networks provided support during executive council elections of 363 CCNs
- Technical support provided to 262 CCNs in project development.
- 16 Training workshops held on record keeping, more than 400 CCB representatives participated. In the training sessions
- Experience sharing workshops held, 350 CCB members participated and shared their successes and problems
- 9 CCB networks regularly publishing their quarterly newsletters
- District Government Badin decided to involve local CCB network leadership in project approval process right from preparation to implementation and monitoring
- CCBN Tharparkar facilitated during the approval of 77 CCB projects from the district and tehsil government
- District government Haripur is closely working with CCBN members in resolving CCB related issues
- CCBN Nowshera created linkages with a local NGO "CESSD" and a computer donated by Communication for Effective Social Services Delivery (CFSSD)
- Tehsil government Manshera provides Rs. 20,000 from the tehsil government fund to purchase computer and accessories
- Rs. 5 lacs announced by the tehsil government for CCNs to be spent through CCB network

3- Village & Neighborhood Councils

The LGO 2001/5 envisages a supporting tier below the Union Councils, called Village Council in the rural areas and Neighborhood Councils in the urban areas. Principally V/NCs are intended to assist the Union Administration, providing a platform where the community could redress their village or neighborhood level problems through elected peoples of their own social ranking and standing instead of always having to go to the Union Council.

The sections 93 to 97 of LGO 2001 encompass the roles and responsibilities of V/NCs. They are expected to enhance the community welfare facilities through voluntary contributions and community participation, and by assisting the CCNs in improving these services. LGO consents the V/NCs to mobilize the community involvement through promoting social awareness, improve socio-economic standing through surveys, reports and facilitating the formation of co-operatives, organize amusement activities and enhance communal services such as water, sanitation, development and security. Furthermore, the composition rules of V/NC ensure the participation of women endorsing their empowerment and promotion of their issues.

| Village & Neighborhoods Council Elections 2007 | | | | | |
|--|--------|---------|---------|--------|---------|
| Province | Sindh | Punjab | NWFP | Total | |
| Union Councils | 15 | 36 | 4 | 55 | |
| V/NCs | 120 | 731 | 24 | 878 | |
| Contestants | Male | 4,841 | 1,119 | 5,967 | |
| | Female | 151 | 989 | 15 | 1,156 |
| | Total | 758 | 5,830 | 134 | 6,722 |
| Elected | Male | 270 | 2,520 | 28 | 2,818 |
| | Female | 56 | 438 | 5 | 499 |
| | Total | 326 | 2,958 | 33 | 3,317 |
| Registered Voters | Male | 102,702 | 210,374 | 9,698 | 322,774 |
| | Female | 71,669 | 188,755 | 3,801 | 264,225 |
| | Total | 174,371 | 399,129 | 13,500 | 604,999 |
| Vote caste | Male | 37,518 | 95,714 | 5,742 | 138,974 |
| | Female | 17,258 | 73,659 | - | 90,917 |
| | Total | 54,776 | 169,373 | 5,742 | 229,891 |
| % Turn out | 31% | 42% | 18% | | |

3.1- Facilitation in Election of V/NCs

In 2006, DTCE facilitated V/NCs elections in 8 districts, and provided technical support through pilot projects to 30 newly formed V/NCs in 2 districts. V/NCs being imperative in grass root level empowerment succeeded in grasping the community's interest, which can be gauged from the fact that the voter turnout was more than 50% in these elections. As per approved programme design, V/NCs elections are supported in one tehsil and in each of the 4 pilot districts i.e. Haripur in N.W.F.P, Narowal in Punjab, Lashella in Baluchistan and Khairpur in Sindh, to assess the overall impact of V/NCs in terms of participation, empowerment and emergence of local leadership. In other partner districts however, V/NCs elections are to be facilitated in one LC only. In 2007, elections in 34 union councils of Tehsil Shakargarh of district Narowal resulted in the formation of 720 V/NCs, whereas 63 V/NCs were formed in 9 union councils of Taluka Gumbat of district Khairpur. In addition 95 V/NCs were formed in 12 union councils of 12 districts leading to a total of 911 V/NCs formed in 65 union councils of 19 districts through DTCE intervention.



People waiting to vote in V/NC elections

DTCE took enormous efforts in providing technical, logistic and financial support to TMAs and CSOs; and a series of activities including mobilization, orientation and awareness of candidates and voters, and staff training were carried out to make the process successful.

One of the major challenges was to make elections peaceful and transparent. DTCE got assistance from Police and the existing elders' committees to maintain law and order situation, increase harmony and enhance tolerance level among candidates.

3.2- Institutional Support & Training

Subsequent to elections and formation of V/NCs the next challenge was the smooth functioning of these V/NCs. DTCE is facilitating the process through handholding with the V/NCs and carrying out a series of activities, including training of the newly elected representatives and providing institutional support on the work areas identified by the V/NCs. In 2007, DTCE has trained participants from more than 800 V/NCs in one day orientation sessions.

These participants develop their V/NC's workplan during this session and DTCE provides institutional support against their developed workplan.

Another aspect of the V/NC functionality is the monitoring of executing projects, which is managed through establishment of a monitoring system responsible for transparent functioning of the V/NCs.

| Capacity Building of Village V/NC Elected members | | | | | |
|---|------|------|--------|-------|---------------------|
| Province | VNCs | Male | Female | Total | Work plan Developed |
| Punjab | 746 | 3649 | 619 | 4265 | 746 |
| NWFP | 15 | 128 | 11 | 139 | 15 |
| Sindh | 64 | 369 | 47 | 416 | 64 |
| Balochistan | 7 | 34 | 9 | 43 | 7 |
| Total | 832 | 4180 | 686 | 4863 | 832 |

Najma an icon of Hope

Najma Panhwar, 25, is an emerging symbol of women-empowerment in a small village Karlo Ghawar of District Isfahan. Belonging to a poor heri family, she has 20 family members. She got married at the age of 14. Her husband, Muhammad Junan, works as a machine operator in a local flour-grinding shop.

Karlo Ghawar village belongs to taluka of Shaheed Fazal Rahu. In Sindh, Fareel Rahu Shaheed has been an icon of political empowerment of Haris (downtrodden). The inspiration has also been passed on to Najma, who has continued with her studies after marriage against all odds.

Presently, she is registered with a graduate programme of Sindh University, Jamshoro. During 2005 local governments' elections, she thought of contesting Union Council elections but could not dare to as she did not have enough financial resources. Later, she attended the trainings organized by a local NGO and developed understanding of the electoral process and importance of women participation.

When DTCE launched a mobilization campaign encouraging higher participation of the women in grassroots' political structure, the elders of the area looked around and found Najma a suitable candidate for the job. The elders approached DTCE with the query if a female can also contest from the general seat. On being educated that there is no seat reserved for men, they give green signal to Najma to compete with men. When Village council elections were held on April 18, 2007, she contested the elections on general seat against two male candidates and won the elections to the local village council. In the elections, of the total 1,097 votes, 644 (including 303 female) were cast. Najma received 433 votes to become chairman of V/NC that has 7 members including one woman Sooraj who was elected on women seat.

Najma says that in the developmental activities she is definitely biased in favor of women. The main issue of her village revolves around females i.e. they have to fetch water for drinking and other domestic chores from a distance. The first intervention Najma carried out is to lay a pipeline up till the water source and bring the water pump inside the village. Now the females of the village do not have to walk long distances to bring water.

Najma is confident that like this project she would generate resources to raise and concrete the surface of other low-lying streets that turn into ponds in rainy season. It is still a long way to go for Najma to change the destiny of her people for the better but she has taken an impressive start that augurs well for the future of the village.

4- Local Council Monitoring Committees

For the first time in the history of local governments in Pakistan, elected representatives have been legally assigned the responsibility of monitoring activities executed through local government funding. The monitoring role assigned to them is that of identification of obstacles to smooth implementation and bringing them to the notice of the Councils, Nazims, and the administration, as well as to assist in resolving identified problems through an interactive process involving officials and citizens. The elected representatives have the responsibility of ensuring that citizen's feedback reaches policy makers, planners and implementers.

The empowerment of the monitoring committees to monitor the delivery of social services has been one of the most critical elements of the I-GO 2001. The performance of the monitoring committees at Zila and Tehsil levels has been constrained due to non-activation of Union Monitoring Committees (UMCs) to provide information on social services. Furthermore, in the absence of adequate financial and institutional support, ZMCs and TMCs have not been able to perform optimally till date. The misperceptions of the front line managers of the devolved departments' about the role of these committees, and lack of ownership further hampered their performance.

DTCE facilitated notification of Monitoring Committees at district, tehsil and union levels. Capacity building interventions were executed at the district and tehsil level through NCTID in 2006. These initiatives help build citizens' capacity to demand and also strengthen supply side by improving local government functions.

4.1- Training of ZMCs / TMCs Institutional Support & Training

DTCE in partnership with NCHD conducted trainings of ZMCs and TMCs in relation to their role as contemplated by the I-GO 2001. ZMCs and TMCs are primarily responsible for monitoring district level departmental functions and activities. NCHD prepared a training curriculum and manual for both ZMCs and TMCs. The trainings were conducted by NCHD in a cluster of districts through 2 days workshops. The training curriculum and mode of execution was revised based on insights gained through prior experience. The revision entailed follow up activities to ensure activation of ZMCs and close liaison of ZMC with other LG Monitoring Committees to

supplement their work. 59 Quarterly Evaluation Reports (QERs) were developed by monitoring committees at the district level. Similarly, 159 QER submitted by the tehsils in their respective tehsil councils. Considering the short time-span within which ZMCs have been constituted, this is a major milestone for them in becoming aware of their roles, and gaining the capacity for their performance. The QER remained a weaker area where more work and efforts are required in order to institutionalize the citizen monitoring aspects of I-GO. The remaining trainings in 6 districts were completed in which 172 members of ZMCs participated.

4.2- Training of State Functionaries in Monitoring

NCHD also imparts two day trainings to government officials at tehsil and district levels on monitoring. EDO and DOs in 35 partner districts were trained on their role in monitoring the service delivery places and offices of the district government. The trainings help to streamline working relationships among government officials, elected representatives and citizens.



Capacity Building of Union Councilors

5- PRESS AND BAR

In implementing the concept of community participation, communities are finding that various social, administrative and other tribulations remain. In response, DTCE has entered into partnerships with District Bar Associations (DBAs) and District Press Clubs (DPCs) all over the country. Through their partnership, DTCE is implementing a two-pronged strategy: (1) to build local social capital in favor of community empowerment processes; and, (2) to create awareness through local forums and news print that addresses the issues faced and highlights the success in community development processes.

Since March 2007, the work of Press and Bar Unit has been affected directly due to the civil society engagement in the country wide demonstration against the suspension of chief justice of Pakistan. Despite this, DTCE related activities across the district remained strong and whilst news clippings and reports poured in from 33 districts, 21 Districts Bar Associations (DBA) and 14 District Press Clubs (DPC) renewed their commitment to DTCE by signing addendums for another year. Legal Aid Committees continued to issue legal notices against those who committed violations of the LGO 2001 and conducted Community Empowerment Roundtables in 15 districts.

5.1- District Press Clubs

Newspapers and magazines not only analyze the current performance of the government at all levels but also highlight the opinions, complaints and problems of the communities. This multi-dimensional role of the press, allows the government to be aware of public sentiments regarding national and local issues. In turn, the public is also informed of the activities undertaken by their government from time to time. Thus the active involvement of press clubs in promoting community empowerment at the local level is vital.

Under the MoUs signed with DPCs in partner districts, each local press club is to nominate a panel of journalists for a "press committee". DTCE encourages the press to cover:

- CCB success and failure stories.
- Any malpractice and malfeasance in public life, any violations of law or rules and legal precedents made.
- Status of CCB funds at all tiers of the local government.

The Press Clubs are also required to report on all Community Empowerment Desk activities and participate in Community Empowerment Roundtables (described below).

During 2007, the following achievements were made through partnership with the Press Clubs:

- Published a total number of 1508 news items and 62 articles on CCBs, VNCs and LG system in the local newspapers by the DPCs.
- Published a booklet of selected news clippings and articles in the year 2006.
- Built capacities of 43 journalists from 9 districts in the year 2007 in LGO, CCBs and fundamentals of investigative Journalism.
- Signed MoUs with 6 new press clubs, bringing the total number to 27 partner press clubs and 27 press committees.

Community Roundtable Meetings - Informing Policy through Dialogue

In Haripur the issue of skill centres was raised by women CCB members at the monthly CERT. They were of view that local government Haripur was not entertaining any CCB project pertaining to equipments of skill and technical centres. Earlier on, District Government Haripur sought the advice of the Provincial Government, NWFP vide letter no (Ref No.1 (8)71: PGO/JH (H) dated 21/04/06) on whether CCBs can purchase equipments for skill and technical centres.

In response, the Local Government Department of NWFP replied vaguely vide letter no (NO.AO-111/LCA/S-11/06 dated 21/06/06) that "under CCB Rules there is no provision for the purchase of equipment out of CCB funds". However, there is no such prohibition in CCB Rules 2003 that states that the equipment cannot be purchased out of CCB funds. This communication between District and Provincial Government generated an uncertainty among the CCBs across NWFP.

Due to this ban a lot of technical/skill centre projects were not being approved. DTCE's Press and Bar Directorate initiated efforts to resolve the issue and contacted National Reconstruction Bureau (NRB) to take further action. NRB in response contacted Local Government Department, NWFP to solve the issue. Finally, Local Government Department, NWFP lifted the ban through letter (AO.111/LCB/S-11/06) dated 23/05/07 on the purchase of equipment for skill centres.

5.2- Capacity Building of Press Clubs

A one-day orientation session was conducted by DTCE for members of press committees constituted by partners Press Clubs of the districts Lakki Marwat, Swabi, Loralai, Haripur, Sukkur, Charsadda, Mirpurkhas, Pishin and Zhob on December 6, 2007 at Islamabad. During the orientation session an overview of DTCE's revised model and the role of press clubs in the community empowerment process were discussed. In addition, presentations on "Community Empowerment Elements of Devolution", the "Role of Press Clubs in Community Development" and "Investigative Reporting in Pakistan" were given. To ensure that the journalists also contributed to the session, feedback was obtained from all the participants on status of CCBs and implementation of other community empowerment components of the LGO 2001 in general.

5.3- District Bar Associations

After achieving a benchmark decision from the only Public Interest Litigation filed in the history of local government and settled successfully in favor of CCBs by the Legal Aid Committee in Karak, the District Bar Associations in 2006 were assisted by DTCE to establish Community Empowerment Desks (CEDs). The aim was that in cases where the official channels for redressal of grievances or alleged injustice are not able to produce the desired results, the alternative channels like CEDs should be made available to citizens, where particularly grievances of members of CCBs can be addressed.

CEDs are points of legal advice and support located within the premises of the District Courts and staffed by a member of the Legal Aid Committee during normal court timings. In addition to 3 CEDs established in 2006, a further 12 CEDs were set up in districts Tanko Allahyar, Mirpurkhas, Thatta, Tharparker, Badin, Larkbela, Nowshera, Multan, Sialkot, Faisalabad and Sukkur. In order to facilitate the CCBs, the Free Legal Aid Committees (LAC) of 14 DBAs have issued notices to the respective EDO CD, EDO F&P, Tehsil Planning Officers (TPO), TO Finance asking them to provide the information regarding classification of development schemes exclusively to be undertaken by CCBs as envisaged in section 119 of LGO 2001, for the fiscal year 2007/8 and 2008/9.

DBAs in Kohat, Faisalabad, Haripur and Turbat, also issued 5 legal notices on behalf of CCBs regarding delay in release of CCB project funds. In 2007, DTCE has signed revised MoUs

with 7 new DBAs (Sukkur, Lakki Marwat, Loralai, Swabi, Sukkur, Multan, Faisalabad and Batagram). Expired MoUs were renewed for another year, bringing the total number of partner Bar Associations to 30.

5.4- Community Empowerment Roundtables

A Community Empowerment Roundtable (CERT) is held on a monthly basis at the CFD. The CERT is a forum created within civil society where member of CCBs, lawyers, members of the press, government and elected representatives meet to discuss their concerns and resolve their issues in a constructive manner. In 2007, 47 CERTs have been conducted whereby 1381 persons; including CCB members, CCBN officials, JAC members, press committee members, CSOs, local government officials, monitoring committee members, elected representatives have attended. However, a particular success demonstrating how through dialogue and co-operation between concerned officials and DTCE, CCB issues can be resolved without going to court is detailed in Box 2.

Citizens making State Accountable

1. A Legal Notice (Ref. No. 0091/2007) was issued on 16th July, 2007 to Tehsil Nazim, Tehsil Turbat by the President of District Bar Association Turbat, to explain why he has not allocated development funds for CCBs in the budget as envisaged in the LGO 2001, failing to which, a case will be filed in the Court of Law. The Tehsil Nazim replied, vide letter no 1590 on 26th July, 2007 that for the said purpose a committee of the council has been formed on 2nd May, 2007. This committee will process scrutinize the CCB projects. In light of the committee's report, 5 CCB projects have been approved by the Tehsil council, whereas others are in the pipeline.

2. A legal notice was issued to Audit Officer and Tehsil Officer (Finance) by the president DBA Faisalabad. This notice was issued in response to a complaint submitted by the Chairman CCB Network, Samundari Town, Faisalabad, Chairman CCBN stated that Audit Officer and Tehsil Officer (Finance) were creating hurdles in smooth functioning of CCB Projects by not approving tender cases, demanding a commission of 5-10% for the approval of bill etc. This legal notice was issued to Audit Officer and TO (Finance) to ask them to explain the above mentioned issues.

6- Police Welfare And Community Partnership Programme

The police setup in Pakistan is representative of a decayed institution that is embroiled in a continuous cycle of systemic, endemic, and syndicated corruption, thereby eroding the police community relationship to such an extent that the only existing viable relationship is one of an oppressor-victim. In this backdrop of dismal police community relationships, Government of Pakistan introduced two comprehensive frameworks, LGO 2001 and Police Order 2002, both of which entails provisions for community participation in public safety improvements.

The thrust of these reform efforts has been to establish a police system that is politically neutral, non authoritarian, accountable, and responsive to the community, professionally efficient, and an instrument of the rule of law. Police order 2002 specifically defines the responsibilities, attitudes and duties of the police towards the public. District Public Safety & Police Complaint Commissions (DPS&PCC) envisioned under the Police Order 2002 and Union Public Safety Committees (UPSCs) established under Local Government Ordinance 2001 ensure the effective accountability system, periodic performance review and oversight by the community.

| Notification & Training of UPSCs | | | |
|----------------------------------|---------------|--------------|-------------|
| District | UPSC Notified | UPSC Trained | Male/Female |
| Haripur | 45 | 45 | 105/45 |
| Lasbela | 22 | 22 | 51/15 |
| Total | 67 | 67 | 156/60 |

While the legal structures were put in place, these cannot secure behavior modification in police on its own, owing to the financial aspect of police not being addressed. In order to reduce corruption and improve police responsiveness, it is important that the salary structure for the police be revised. Improved total remuneration must be linked to results and performance. This is what could begin to transform behavior. This requires a comprehensive implementation of a performance based incentive structure.

Realizing this, DTCE designed its Police Community Relations Program to put the reform efforts in place with the objectives to bring about desired change of increased police responsiveness through mechanisms of effective accountability system, periodic performance review and oversight by the community.

To achieve these objectives a number of integrated activities have been planned i.e., Police Consultative Workshop, introduction of Police Station Management System (PSMS), holding of Khulli Katcheris (KK) with initiation of Performance Based Incentive Systems. DTCE has introduced a catalyst in the form of an incentives package for the police to initiate the synergy between the functioning of newly established institutions and police responsiveness. Considering that the community is the end receivers of routine discourtesy and inefficiency, any incentivisation for the improvement of the police responsiveness should be in accordance with the criteria and indicators determined by the community.

At the lowest tier i.e. Union Council, this is possible through the activation of UPSC. Consequently the UPSCs have been activated and utilized for the initiation of incentives mechanism by DTCE.

Presently this program is being implemented in one district of each province namely Narowal from Punjab, Haripur from NWFP, Labella from Balochistan and Khaipur from Sindh on pilot basis. During the year 2006 Police Consultative Workshops were carried out and PSMS were installed in Narowal, Lasbela and Haripur and that of in Khaipur in 2007.

| Community Cases Forwarded to Haripur Police | | | | | |
|---|---------------------------|--------------|--------------------------------------|---------------|--------------|
| Rounds of KK | Total no. of Participants | Male/ Female | Community Issues forwarded to Police | Cases Catered | Cases Solved |
| March | 6316 | 5175/1141 | 96 | 48 | 35 |
| April | 7484 | 6044/1440 | 50 | 40 | 32 |
| Sept/Oct | 3925 | 3422/503 | 105 | 105 | In process |
| Total | 17725 | 14641/3084 | 251 | 193 | |

6.1- Khulli Katcheris at the Union Level

Khulli Katcheris (KK) along with Performance Based Incentive Systems was launched in Haripur in 2007. CSOs were involved to conduct K.Ks initially.

UPSCs were notified in the whole district and their capacities were built so that they could understand their roles and responsibilities. Linkages and working relationships were established among UPSCs and respective Police Stations through arranging joint Capacity Building Trainings and detailed meetings of both on individual complaints and community issues pertaining to public safety. Three rounds of K.Ks, to date, were carried out in whole district and both individual complaints as well as community issues endorsed by the UPSCs were referred to the Police.

Police responsiveness can be gauged from the fact that out of 98 different issues raised by the community in these K.Ks in 67 communities gave its verdict that same were resolved by the police. Consequently 6 Police Stations out of 8 qualified for incentives. With the launching of this innovative programme, Haripur Police is endeavoring hard for the achievement of these targets as reported by some of the UPSCs.

Similarly in Lasbela before the initiation of K.Ks a Joint Capacity Building Trainings of UPSCs and Police Station Staffs were also carried out during this year to make them understand the roles and responsibilities of both.

Public Open Forums - Making Police Responsive & Efficient

Police community relations have always remained strained in Pakistan. People frequently accuse the police of surpassing their legal mandate and police often resort to extortion, corruption, inefficiency, oppression and sycofancy. Haripur is not an exception to all this, therefore DTCE police community relations programme in Haripur was launched to bring a difference and set an examples for others.

In August 2007, on a busy road of Noordi Bazar, UC Rehana, District Haripur Shaukat Khan, Zubair Khan and Shakeel Khan were murdered mercilessly. A case under section 302 PPC was registered vide FIR NO. 324 Dated: 1-8-2007 by the victims putting forward Masi Khan, Muhammad Khan, Arif Khan and Jamil Khan as murderers with Police Station Kot Najibullah. However, despite repeated request and repetitive resources to the concerned police station on the complainants and elders of the village, weeks passed with neither any one being arrested, nor any serious efforts being put in place by the local police authorities.

In October, a Khulli Katcheris was arranged by the UPSC Rehana under Police Community Relations Program of DTCE, where the matter was discussed at length and the issue was set as a target for Police to be achieved during the up coming months. District Police Officer (DPO) took serious notice, Station House Officer (SHO) and Investigation staff police station Kot were directed to gear up their efforts in coordination with UPSC Rehana for the completion of investigation and arresting the responsible. Consequently several raids were conducted and Mr. Jameel Khan s/o Masi Khan was arrested with active support of the UPSC. Investigation is being carried out effectively and the matter has been referred to the court to declare the remaining accused proclaimed offender.

The affirmative transformation in police responsiveness and constructive engagement of UPSC Rehana with their police Station had been highly appreciated by the community in the follow up KK held in December.



Members of Union Public Safety Committee (UPSC) & Local Police working jointly to resolve Community issues.

7- Media and Social Communication

The mushroom growth of newspapers and private electronic media in the country is a recent phenomenon which seemingly has empowered the people helping them to become part of an informed citizenry. But this information network is more urban focused. However, the vast majority living in rural areas or

focused. However, the vast majority living in rural areas or urban peripheries are either totally ignored or get lopsided coverage of their issues. The result is that they are deprived of the very information needed to get involved in local development and decision making process.

With this context in mind, DTCE developed its social communication strategy to reach out all segments of society. With high costs of communication and media campaigns, DTCE in 2007 established its own in-house production facility capable of producing multiple media products: video and audiodocumentaries, talk shows, drama, interactive CDs, newsletters etc.

The media and communication unit published a series of informative booklets during the year. A booklet on CCB Success Stories was published covering all four provinces. It highlighted efforts and accomplishments of people and CCBs for wider dissemination and advocacy. It also brought to the fore the efforts made by women especially in areas like Uthral, Balochistan where marginalized women completed projects that can set examples.

7.1- Local Citizen Information Networks

One such activity is the production of Local Citizens Information Network (LCIN) programmes *"App aur Hukumat"* (Government and You). LCIN programmes in Mansehra, Faisalabad, Lahore (2nd round), Multan, Muzaffargarh, Sialkot and Charsadda were filmed and aired on national level television network.

The guest panel consists of top hierarchy of the local elected representatives from all three tiers and local government functionaries with a studio audience of approximately 150 to 200 including members of the civil society, lawyers, media, local opinion leaders and other members of the local community. The format is that of a highly interactive, open dialogue between the panelists and audiences.

During the programme, thematic areas of CCBs, fiscal Audit and Accounts, monitoring committees and police reforms were discussed at length. One of the aims of this initiative is to promote best practices at the local levels of public administration, notably in relation to transparency and accountability for public access to information and justice. To have an optimum impact, the programmes were also repeatedly aired on the local cable networks of the respective districts. Programmes pertaining to CCB fiscal accountability were aimed at monitoring budgetary spending of CCBs and at bringing out anomalies if any in the disbursement and spending of CCB funds. Those pertaining to CCBs in general addressed the problems CCBs might have been facing during registration and implementation process.

| LCIN Programme Recording & Participation | | | | | |
|--|---------------------|-------------|--------------|--------------|---------------|
| District | Press & Day Members | CCB Members | Elected Reps | LG Officials | Civil Society |
| Lahore | 0 | 110 | 100 | 44 | 80 |
| Charsadda | 10 | 10 | 60 | 25 | 34 |
| Faisalabad | 4 | 65 | 25 | 35 | 54 |
| Sialkot | 0 | 50 | 45 | 21 | 60 |
| Multan | 19 | 260 | 32 | 40 | 23 |
| Muzaffargarh | 12 | 200 | 24 | 2 | 34 |
| Mansehra | 21 | 89 | 19 | 32 | 68 |
| Total | 66 | 784 | 305 | 199 | 353 |



District Elected Representatives & Officials answering Public questions in LCIN programme

7.2- DTCE Newsletter 'Awam Ki Awaz'

The DTCE's English Newsletter entitled *'Awam Ki Awaz'* (People's Voice) was redesigned and came out with a new look. Media coverage was provided to all DTCE events throughout the year and a photo and video resource/ archive center was established. *'Awam Ki Awaz'* is also being published in Urdu and distributed among 6,000 union councils in the country. The target audiences of these newsletters also include the multipliers of DTCE message in national and vernacular press.

The communication strategy was revisited and a number of new activities were added that included a range of radio programmes, video documentation of success stories, their dissemination and fictionalization of the success stories into dramas. Similarly, most of the activities, functions and events such as V.N.C.s elections are being camera-captured by the media unit.

In addition, the media unit also produced comic skits featuring characters from popular commercial theatre. Similarly, a print media campaign highlighting CCBs success stories is at a ready-to-launch stage.

DTCE devised methodology for the formation of LGAs directly linked to the three tiers of local government. Three types of LGAs articulated are:

- Provincial Level Association of Union Councils: The Provincial Level Association of Union Councils is to have District Chapters, constituting all union Nazims in a District, in turn forming a General Body. The General Body is to elect the Executive Committee members. The Executive Body members from the District Chapters are to form the Provincial Level Association of Union Councils.
- Provincial Level Association of Tehsil/Town/Taluka Councils: The representatives from all tehsils/ towns/ talukas in a Province are to form the General Body of Provincial Level Association of Tehsil Councils. These General Body Members are to then elect Executive Body members.
- Provincial Level Association of District Governments: The representatives from all District Government are to form the General Body of Provincial Level Association of District Governments. These General Body Members are to then elect Executive Body members.

8- Local Government Associations

DTCE finalized the implementation strategy for forming Local Government Associations (LGAs) to fortify the Local Government system from the elite capture. The LGAs can advance supply side of citizen entitlements under LGO2001 and can play a vital role in stabilizing the local political structure and governance. This can create a viable political system for sustainable development and local leadership. The delay in implementation owes to the politically charged environment in 2007.

The situation demanded that DTCE operations be scaled back in NWFP where the implementation of LGA was planned. DTCE Community Empowerment Model has not yet been rolled out; its importance cannot be overstated, not only to the strengthening of the local government system, but also to the survival and success of the national devolution reform itself. It is anticipated that the political situation in NWFP will improve after the next general elections and DTCE will be able to launch the LGAs at full scale.



1- GENDER MAINSTREAMING

Women Participating in Community Development

DTCE, in view of the fact that without the emancipation of women true essence and goal of community empowerment cannot be achieved, has incorporated gender as a cross cutting theme in all its initiatives. The foremost and effective platform to enhance women participation in local governance is their presence in CCBs as members. DTCE facilitates women to form female or male/female mixed CCBs. For that reason, key policy measures and affirmative actions are taken to facilitate women in forming and managing their CCBs and projects. As a confirmatory action, DTCE urges the formation of at least one female or mixed CCB per UC in the DTCE partner districts and also that these CCBs are able to get their projects approved and funded from local governments. The institutional support provided to the districts, tehsils and unions are attached with conditions for female CCB registration.

By 2007, more than 1000 female or mixed (male/female) CCBs have been registered in DTCE partner districts. 499 women were elected in CCB Network elections. Likewise, on reserved seats 1155 women contested the elections of Village & Neighborhood Councils.

Opportunities for Capacity Building

An imperative aspect of women empowerment is to ensure that the knowledge and skills of women are made equal to men. The capacity building and training of women make them capable enough to access resources and developing the human agency to bring about change. In 2007, 44 women facilitators were trained in the CCBM and PCM To Is and above 2000 women were trained in the CCBM and PCM trainings conducted in the Union Councils. In addition, 125 and 686 women participated in the CCBN and VNC training workshops, respectively.

DTCF has further organized skill development workshops for women in coordination with the district governments. In 2007, 185 women "Lead Mentors" were trained in Faisalabad, selected among local government elected representatives and officers, representatives of CSOs and women members of CCB Networks. The purpose behind these workshops was to improve women participation ensuring sustainable local development and introduce income generating activities amongst marginalized rural women.

Involving Women in Decision Making

According to the LGO 2001/5 it is mandatory for the VNCs to reserve one seat for women representative. Similarly DTCE has formed the strategy of reserving one women seat in CCBNs. These elected women representatives have played an important role in raising awareness and facilitating the Women Mixed CCBs in funds collection through donations and contributions.

The capacity building trainings and the efforts of the Field Operation Teams (FOTs) in the districts have fetched superlative results; women representatives have not only been elected on reserved seats in the CCBN and VNC elections but VNC chairpersons have been elected in Narawal and Khairpur as a glaring example of women empowerment.

Making Women Economically Empowered

Along with other initiatives, DTCE provided funding to female CCB Projects in district where development fund is not available. In Khairpur, DTCE funding was provided to 31 female CCB projects and Rs. 5.9 million was disbursed through district government Khairpur. All 31 projects have successfully completed in March 2007. Most of the projects were related to education and skill development centers.

*80% Female CCBs are with 100% female members. Mixed CCBs are with above 1/3rd female members

Gender Mainstreaming in DTCE

- To increase awareness of and build capacity for community empowerment as contemplated in the Local Government Ordinance 2001 by mobilizing women to achieve women empowerment as part of community empowerment.
- To ensure registration of Women or Mixed CCBs and the provision of the resources or implementation of their development projects.
- Social advocacy to facilitate participation of women as equal partners in development and decision making processes at the national, provincial and community levels for the realization of the full potential of women in all spheres of life.

The projects developed by the female CCBs are more often small scale projects. However, they have proved to be a valuable source of empowerment and development. Women lacking formal education can participate towards the improvement of their community, family and facilities through skilled labor, and have gained access to employment and resources to generate income by marketing their products.

Women Getting Socially & Politically Empowered

Economic empowerment has ushered women towards social empowerment. In 2007, a prominent figure of female CCBs has been formed in districts where previously no women CCBs were present, symbolizing the enhanced awareness and confidence level amongst women. In some of the districts like Mirpurkhas and Khairpur, approximately 50% of the CCBs formed are female or mixed men / women CCBs. The CCB Networks formed in the districts have played an important role in realizing social empowerment; 12 women conferences have been organized by the CCB Networks in 10 districts of Punjab, N.W.F.P and Sindh with the agenda of discussing Women CCB promotion, their issues and the solutions to alleviate their problems.

DTCE believes in the political empowerment of women through their active involvement in electoral processes at all level. During the VNC elections in partner districts more than 99917 women voted for their local representatives. The women voter turnout signifies the fact that women wants to be part of overall development process in the country. However, there are still many impediments in women participation in certain areas where their rights are denied in the name of culture, religion or tradition. DTCE is committed to involve women in all its intervention with an affirmative approach to gender mainstreaming.

2- RESEARCH

Study on DTCE Institutional Support Programme

During 2007, the DTCE focused on investigating the results of incentives being provided to district and tehsil officials through DTCE institutional support mechanism. It focused on looking closely at the institutional revival and behavioral change patterns in individuals and institutions. In order to document the DTCE incentive experience, a study paper titled 'Becoming the Principal's Advocate: Effecting Institutional Change in Local Government Administrations via Innovating a Performance-based Approach' was developed.

The paper identifies and develops the conceptual and theoretical framework of incentives in the light of international case studies and best practices of incentives in government structures. The paper describes nomenclature of the various types, methodologies, and applications of incentives. The study paper will raise awareness and develop interest locally and internationally for academics, NGOs, donors, and policy makers to study DTCE incentives model.

In House Perception Survey

As part of the Institutional Support Review Programme, it was discovered no documented material was available on DTCE staffs perceptions about the incentives. The research team designed an in house survey to gauge the perceptions of field staff on the existing model of DTCE institutional support.

The results have informed DTCE policy makers and stakeholders to analyze the successes and shortcomings of the programme. Also, it helped in identifying future opportunities and threats. The results provide DTCE with a baseline, to be used in similar surveys later.

Stakeholders Survey on DTCE Institutional Support

Based on the learning of the in house survey, a comprehensive stakeholder's survey was designed and field tested in Sialkot. The overall field research was undertaken in the following DTCE districts: Sialkot, Gujrat, Lasbella, Gwadar, Khairpur, Sukkur, Tharparkar, and Kohat. The sample included at least two districts from each province and the research tools were applied to DCOs, EDOs, DOs, clerks, and CCB officials.

Institutionalization of Pay for Performance in Districts

In order to clarify the concepts of "pay-for-performance" and to encourage District Governments to allocate and administer their own annual budget funds as "performance incentives" along the lines of the DTCE model, field visits and a workshop was conducted. Field visits to Badin, Mirpurkhas, Tando Allahyar and Tharparkar were conducted and meetings with key officials of the respective District Governments (DCOs and LDO I&P) were held. DTCE formed a working group towards these ends and facilitated the district government Tando Allahyar to develop department wise organograms and respective terms of reference, and initial work plans as key outputs for the year 2007.

Incentivizing Sustainability Measures in District Tando Allahyar, Sindh'

For the fiscal year 2007-08, District Tando Allahyar has allocated PKR 4.023 million for performance-based incentives in its annual budget. The district sanctioned allocations for the first time to most of its developed departments and their officials, including DCOs and DDOs.

Using DTCE prescribed methodology and work plan templates as a reference, officials began by mapping out departmental Organograms, job descriptions and Work plans. This involved the organization of their annual 'Terms of Reference' into a series of department-wide, results-based activities and sub-activities leading to specified time-bound outputs. The exercises constituted a first step in preparing to institutionalize an independent mechanism for paying performance bonuses, to incentivize its wider use within local government and to ensure that there are resources for its sustainability.

GIS maps and Database of DSPs

DTCE has developed Geographic Information System (GIS) digitized maps of all DSPs currently operating in all districts of Pakistan. The maps are a valuable tool for policy makers in the donor and government sector as it enables them to easily gauge programme overlaps as well as opportunities for closer collaboration amongst various DSPs to generate synergies in districts rather than having parallel programmes operating on the same thematic focus areas in the same district(s).

As part of the ongoing collaboration between DTCE and the Provincial Government of the Punjab on the establishment of the 'Local Government Resource Center', the GIS maps have been distributed for use in policy decisions of the Local Government and Community Development Department of the Punjab Government.

PART-6

LESSONS LEARNT



DTCE as a learning organization progressed steadily in 2007. Many new initiatives that were implemented in the last three years moved towards maturity phase the following year. Consolidation of new programme components on ground provided DTCE an insight to re-align its strategies, operational methodologies with the situation. Constant learning and vast field experiences supported to adapt its approach to community empowerment.

DTCE over the years has developed an inbuilt flexibility to take on new ideas, experiential learning and to respond to local needs and aspirations with regard to community empowerment and citizen entitlements. Some of the lessons learnt during 2007 are summarized below;

Citizen Community Boards Registration and Project Development

Empowering the community through CCBs has been a major initiative of the devolution plan in the country. However, DTCE's field experience indicates that impediments still exist in the implementation of CCB projects. The shortage of

professional staff to undertake on site visits result in the delay of finalization/approval of project design and cost estimation. This adversely affects the release of funds to CCBs, which was particularly witnessed in Punjab. Irregularity in convening session of the council further delays the approval process. On the other hand, CCBs also lack the capacity to prepare project proposals on Form 4. The trend of formation of CCBs by influential citizens, elected representatives and contractors directly or through their proxies, undermines the concept of community participation in social development.

CCB Policy Issues

The notification issued by the Government of Punjab in relation to the deduction of income tax and contractors profit adversely affected the interest in potential CCBs. The total deductions were calculated to be approximately 41% of the overall cost of the project. Based on the feedback from the field, DTCE involved stakeholders including NRB for the withdrawal of the said notification. DTCE strongly felt the need to take the provincial governments on board to avoid such notifications in future. In order to address policy issues, it proceeded to set up advisory boards in all four provinces.

One such board is effectively working in NWFP. Similarly, in many districts of Balochistan, development funds are not available, thus resulting in a slow growth of CCBs. DTCE, in consultation with its partner districts, diverted the ongoing institutional support for CCB projects. At the policy front, DTCE engaged the provincial and the district governments to allocate development budget for the coming year.

Implementation of CCB Rules

The local bureaucracy as the first interaction point to CCBs still lacks the capacity and the will to cater to the growing needs of CCBs. The community empowerment spirit of the devolution has not been internalized as it was intended to be. Gaps in CCB Rules provide the bureaucratic machinery opportunities to manipulate circumstances to their advantage.

In an effort to resolve this situation DTCE pioneered "One Window Operations" in 12 partner districts. One window operations located at the offices of the DCO or EDO CDD with representatives of both FDO CD and FDO Works and Services (W&S) remain present to provide at the spot answers and solutions to citizen queries. One window facility proved to be

successful in facilitating and accelerating the CCB registration and project approval process. However, the sustainability and success of the system depends on the responsiveness of the local government bureaucracy as a long term solution to existing problems.

DTCE Institutional Support

DTCE institutional support yielded positive results at all tiers of the local government and the officials responded optimistically to the performance based incentives. The trickle down of incentives to the tehsil and union tiers yielded encouraging results. An increased level of commitment was witnessed, which led to the acceleration of approval and completion of projects at the district and tehsil levels.

A significant drawdown of funds was observed during 2007 and up to 90% of the available fund for the current financial year was consumed in many districts of Sindh, NWFP and Balochistan. The District Councils notified CCB exclusive classifications published in leading local language newspapers and also secured additional funds from other sources for CCBs.

Challenges at the Field Level

1. Deductions on CCB projects (41%: overhead cost 10%, contractors profit 10%, income tax 6% and sales tax 15%)
2. Simplification of CCB registration and project approval processes
3. Capacity constraints and slow utilization of LG development funds
4. Lack of monitoring mechanism for budget utilization
5. Non-availability of CCB funds at union levels
6. Exclusive Classifications at three tiers
7. Understaffing and over burdening hinders drawn down of CCB funds in Districts with heavy funds
8. Lack of co-ordination between District and Provincial levels
9. Frequent transfers and postings of officials Shortage of development funds to the local governments in Balochistan province



Training of elected CCB network office bearers

Local Council Monitoring Committees

The District Governments/TMAs have not attained the level of knowledge and experience by which they can independently operate under new rules, procedures and processes regarding monitoring functions. It was, therefore, realized that disengagement from the districts may not be a good idea at this stage.

One cycle of intervention is therefore required in the existing partner districts to institutionalize the process by shifting the focus from trainings to technical assistance. Secondly, without the activation of UMCs and their linkages with monitoring committees of Zila and tehsil, the spirit of the participatory monitoring may not be achieved. It was observed during evaluations that the ZMCs and TMCs were focusing on the functions assigned to UMCs in the law i.e. visiting service delivery sights. DTCE in light of the above misconceptions, has decided to capacitate the union level monitoring committees in its future programs.

Capacity Building of State Functionaries

- As a consequence of NCHD trainings, the overall planning and budgeting process in majority of DTCE partner districts has been successfully converted on the new budgeting system.
- Following are some of the most important issues highlighted by officials in training programmes and were also found during Mid term project review of the DTCE and NCHD partnership
- Development projects are still prepared on PC-1 format instead of Budget Detail Development (BDD-4). In many districts, as per Rule 45 (2), Budget Rules 2003.
- The Executing Agency for Development Projects is required to share with the FDO (F & P) and Local Government Monitoring Committees (LGMCs), form Budget Management (BM-5)(monthly progress report of development program covering both development projects and CCB projects).
- Form BM-7 (monthly report on operationalization of schemes) on monthly basis is also not in practice in many districts. Local Government forms are not being shared on regular basis. Reports show the time frame given for various financial reports (Forms- BM 1-13) are being generally followed, however, Rule 99, Budget Rules 2003, with regard to performance targets and procedures is not being adhered to consistently.

PART-7

PROGRAMME MANAGEMENT



DTCE Programme Management Unit

DTCE's operations are administered as a UNDP Nationally Executed (NEX) Project. The primary role of the Project Management Unit (PMU) is execution of program administration, finances, logistics and human resources management. The PMU executes programme liaison with the UNDP Country Office providing information on progress against the planned project outputs, and coordinates administrative support as required from the UNDP CO. The National Project Director (NPD), as head of the PMU, manages the substantive and financial performance of the project.

The PMU also maintains a close working relationship with the Board of Directors, arranging Board of Directors (BoD) meetings, providing updates on partnerships and progress achieved, in addition to elaborating on future plans regarding BoD approval. The PMU and the 8 Field Operation Teams (FOTs), each comprising of a Manager and 3-5 Field Officers carry out their mandated activities in DTCE partner districts. They not only organize and support the various training, networking, media and advocacy interventions, but also provide the first line of liaison and consultation support to communities, CSOs and local governments.

Human Resource Management

DTCE has a professional strength of 89 staff members to support the headquarters and field operations. These include 22 professional/ management staff, 4 short-term consultants, 50 technical and administrative staff members and 13 support staff. During the reporting year 2 Director Media Relations, 1 Manager Field Operation Team, 1 Research Associate, and 1 Driver joined the organization. Whereas, 27 staff members resigned or their contracts were not extended for the next year.

Financial Management

The PMC manages all financial transactions including budget preparation, procurements of goods and services, financial management and administration. All transactions are undertaken in line with PCOM and NLX regulations and guidelines. PMU also works in consultation with Action Planning Unit (APU) to develop future forecasts and workplans. The finance section also works jointly with FOTs to out source service training programmes to CSOs. Over 70 CSOs across Pakistan are working in partnership with DTCE in 38 districts.

Information, Monitoring & Evaluation

The main objective of the DTCE IME system is 'to collect authentic data relevant to local governments and civil society, to generate statistics and analyze data from the operational information systems for aid to DTCE planning, execution and evaluation for the promotion of community empowerment at the local level.' The DTCE Information, Monitoring and Evaluation (IME) system provides relevant, accurate, timely, and reliable information that is continuously updated. It develops a two-way flow of information from and to various actors and stakeholders.

IME outsource the tasks of monitoring to partner CSOs at the local level. This strategy also compliments DTCE's vision of enhanced community participation, empowerment, and citizen ownership. DTCE IME-CSOs collect and analyze data essential for the promotion of community empowerment as well as evaluation of the "CCB Mobilization Campaigns".

During the reporting year, Capacity Building Evaluation Reports (CBER) was regularly received from partner IME CSOs. Periodic reports were generated from the CFIMS software developed by DTCE. Based on the feedback from the

FOIs and Directorates DTCE IME team revisited and finalized reporting formats for new components and data was gathered for analysis and reporting.

Monitoring Reports were prepared for the target districts keeping in view the objectives and targets set in the LFA for each program component. Statistical analysis of CCB project costs, utilization of local government funds and registration of CCBs was undertaken to compare and contrast pre and post DTCE intervention scenarios.

Programme Planning

During the year, district based action plans of 38 districts were developed by the field teams and were consolidated in MS Project by the Action Planning Unit (APU). Progress tracking reports were shared with management on monthly basis. The annual rollout plan targets were regularly tracked to measure the performance against the annual targets.

Donor Relations

DTCE nurtured current and explored new partnerships with public and private grant-making entities. A variety of stakeholders were continuously liaised with, including local government officials, CSOs, advocacy groups, project personnel of other donor-funded devolution and decentralization support projects, etc., ensuring local perspectives from the field feed into ongoing advocacy and resource mobilization efforts. The following encapsulates specifics of select activities:

Proposals responding to the interests of major actors were negotiated and developed during 2007. Two grant fund proposals were developed and submitted to World Bank under JSDF facility and United Nations Democracy Fund (UNDF). In addition, meetings were undertaken with representatives of organizations and potential donors or partners. Those included were:

- Bi-lateral missions: CIDA, USAID, JICA, NORAD, SDC
- Multi-lateral missions: WB, ADB,
- Projects: WB/CIP II, ADB AIP, USAID/DIW
- Public and Private foundations: The Asia Foundation, US Institute for Peace, Omar Asghar Khan Development Foundation

DTCE projected its interventions and results at the Norwegian Embassy's Annual Partners in Development Meeting held on 25-27/11/07 in Lahore. The theme of the meeting was 'Impact of Pak-Norway development cooperation at the policy level: Linkages between grass-roots/local level initiatives and national policies.'

Program Audit

DTCE, after completion of its three years of operations in field, initiated a comprehensive external programmatic audit exercise to assess the efficiency and effectiveness of its interventions in 38 partner districts. The Program Audit will analyze the implementation of DTCE model comprising the 8 program components including financial management, organizational processes, activities, outputs, outcomes and impacts resulting in recommendations to improve and streamline the existing structures and processes. The External Program Audit will encompass the following activities:

1. Undertake a general holistic review of DTCE community empowerment model including its all program components.
2. Analyze the operational methodologies, organizational structure, processes, activities, as well as overall organizational effectiveness.
3. Review the program effectiveness in terms of capacity building programs both for elected representatives and administration, networking, institutional support to local councils, local government officials and community, as well as initialization of CCBs projects.
4. Review efficiency and effectiveness of outsourcing methodologies, contracts to national and local level CSOs, as well as processes involved in their contract management and monitoring.
5. Review expenditure for financial year 2005-2006 and assess whether they are in accordance with project document, workplans and budgets; and are in compliance with the UNDP Project Cycle Operation Manual.

Competitive bidding process was completed and a contract was awarded to a local firm to undertake DTCE external program audit. The contractor prepared its inception report which is currently under review for approval.

Social Audit

The Social Audit process has established itself as one of the most credible source of information to policy makers and academia in Pakistan. Community, Information, Empowerment, and Transparency (CIET) International has conducted the baseline and first iteration of social audit in Pakistan.

The Baseline Social Audit was conducted in 2001/02 in all districts of Pakistan to establish a benchmark on local governance and service delivery system including public safety. In order to carry forward the Social Audit process on an annual basis, UNDP assigned DTCE to act as the national counterpart for Social Audit implementation methodology.

The first follow-up application on the baseline was undertaken by CIET in 2004/05. The audit presents a comprehensive analysis of the state of public delivery system in comparison to the baseline established in 2001/02 on local functioning of public safety system, water supply, education, health, and road etc. Fresh international bidding process was undertaken in 2006 and 2007 to contract the award for the second iteration of social audit in 2008. The social audit process has been redesigned with the approach to institutionalize it at the national level. The new control mechanisms and Terms of Reference (TOR) were designed for the implementation and through an International Competitive bidding process, CIET Canada has again been selected to conduct social audit in 2008.



OCB School Project in Balochistan

DTCE WORK PLAN FOR 2008

The year 2008 is expected to witness significant consolidation in the implementation of all DTCE programme components in almost 50% of the total districts in Pakistan. During 2008, the CCB mobilization movement with all other components will be consolidated in 58 districts. The focus of DTCE's activities will be further strengthened by initiating the tested program components. Also, the results in the existing districts will be analyzed.

CCB Mobilization

- DTCE plans to operationalize 20 new districts by signing MOUs with districts, tehsils and unions.
- Work planning and institutional support will be provided to 38 existing and additional 20 districts.
- CCB mobilization training of union councilors and PCM trainings for CCBs will be held in 20 new districts.
- PCM trainings will be held in three existing districts of Faisalabad, Narowal and Sialkot.

Press Clubs & Bar Associations

- MOUs with Press Clubs and Bar Associations will be signed with 20 new districts.
- Capacity-building sessions for Legal Aid Committees and Press Committees for new 20 districts.
- Addendums will be signed with existing distinct press clubs and bar association.
- 20 "Community Empowerment Desks" will be established including 10 new and 10 existing districts.
- Monthly CFD Roundtable Meetings will be held in all the districts where CEDs have been established.

CCB Networks

- 20 new CCB Networks will be formed.
- Capacity building of 25 networks (20 new + 5 old).
- Institutional support will be provided to (19 old + 20 new CCB Networks).

Village & Neighborhood Councils

- Two complete Tehsils of Haripur and Tashella will be selected for V/NC elections in all UCs. 60 UCs are planned in 2008, the planning will be reviewed in the early 2008 after National General Elections.

Institutional support installments will be provided to existing 924 V/NCs.

LCIN

- 4-segment, televised programming will be recorded and aired in 10 new districts.
- Concurrently Second round of LCIN programs will be recorded in 15 districts.
- All recorded programming will be aired through local cable and national networks.

Police & Community Relationship Programme

- Police and Community Relations Programme will be launched in 2 districts.
- In Haripur and Tashella the police component will be completed.
- Khulli Kochehris will be held in Haripur and Tashella. Institutional Support will be provided in Haripur.

Local Government Associations

- Local Government Associations (LGAs) formation will be initiated in 24 districts of NWFP.

Local Council Monitoring Committees

- Union Monitoring Committees will be trained and in 26 districts of Punjab, NWFP and Sindh.
- Refresher trainings and technical assistance to ZMC/TMC will be provided in 35 districts.

Other Interventions

- DTCE is planning to establish provincial resource center in Punjab.
- Institutional support will be provided for the establishment of Resource Centre.

Social Audit

- Third iteration of Social Audit in 110 districts will be held in 2008.

**A- RESOURCES**

A consortium of cost-sharing donors which includes UNDP, DFID, NORAD and SIDC are currently supporting the operationalization of DTCE's community empowerment model under the auspices of the UNDP NEX Project, "Support to DTCE." CIDA and USAID support funding to DTCE has already been consumed during the initial phase of programme implementation. The project, signed between the Economic Affairs Division, Government of Pakistan and UNDP Country Office in 2003, has an approved estimated cost of US\$ 52,385 million. During the year the funding gap of £16.5 million (US\$ 33.07 million) was approved by DFID for up-scaling of DTCE citizen participation and community empowerment model in 65 districts across Pakistan.

DTCE has also developed a resource mobilization strategy to make its programme sustainable. Two grant fund proposals were also developed and submitted to World Bank under JSDF facility and United Nations Democracy Fund (UNDF).

An amount of US\$ 7.286 million were earmarked for the year 2007 out of which US\$ 6.660 million were utilized as of December 2007, which accounts for a financial delivery of 91.41%. DTCL administrative cost for the year stands at 5%.

Annual phasing of the donors' funding available to DTCE at the time of formulating this report is given as under:

| DTCE Resources | | | | | | | | | | | |
|------------------------|-------|------|-----------|---------|-----------|-----------|-----------|-----------------------|------------------------|-------------------|------------|
| DESCRIPTION | | UNDP | CIDA | NORAD | SDC | USAID | DFID | Total Funds Available | Funds Utilized to date | Balance available | |
| | | 2003 | - | 275,442 | - | - | - | 275,442 | 275,442 | - | |
| FUNDS RECEIVED TO DATE | | 2004 | 1,466,842 | 219,580 | 59,359 | 489,693 | 1,705,921 | - | 3,941,395 | - | |
| | | 2005 | 499,821 | - | 1,592,293 | 78,750 | 949,839 | 1,854,157 | 5,074,960 | - | |
| | | 2006 | 556,595 | - | 1361,610 | 350,736 | 344,140 | 3,193,329 | 5,806,410 | - | |
| | | 2007 | 500,254 | - | 1,151,316 | - | - | 10,079,120 | 11,730,689 | 6,660,422 | 5,070,267 |
| | | 2008 | - | - | 2,152,281 | 357,750 | - | 8,416,834 | 10,926,865 | - | 10,926,865 |
| FUNDS TO BE RECEIVED | | 2009 | - | - | - | - | - | 8,316,633 | 8,316,633 | - | 8,316,633 |
| | | 2010 | - | - | - | - | - | 6,312,625 | 6,312,625 | - | 6,312,625 |
| | TOTAL | | 3,025,512 | 495,022 | 6,316,859 | 1,276,929 | 3,000,000 | 30,272,698 | 52,385,619 | 21,759,629 | 30,626,390 |

B- EXPENDITURES

The DTCE model is based on the principal of maximizing available resources and in keeping with this great emphasis is placed on utilizing DTCE funds for objective driven interventions with defined deliverables. DTCE's commitment to cost-effectiveness is evident from the fact that its total administrative costs amount to just 5% of the total budget for year 2007.

Of the remaining budget, US\$ 5.980 million or 89.79% cover DTCE programme costs, while US\$ 0.439 million or 6.60% of the total budget was disbursed directly by UNDP, primarily on programme-related expenditures. The focus in the latter was on areas administrated by the County Office, including Chief Technical Advisor (CTA) salary and administrative cost. DTCL's programme costs include expenditure incurred on field operation teams; headquarters work teams, the police welfare and community relation programme, and seed grants for pilot-testing.

ANNEX 1: PROJECT PERFORMANCE MATRIX

OUTPUT: Developing National Capacities
 ID: 01
 Description: Institutional Capacity Building of DTCE
 2007 target: Capacity of DTCE developed
 2007 Achievement: Target Achieved

Activity ID: ACTIVITY

| | |
|--------------------------|---|
| Deliverable Description: | <ul style="list-style-type: none"> ▫ Work Teams at HQ and FOT recruited trained and functionalized ▫ Operational Management, oversight & accountability systems procedures of DTCE designed, tested & finalized ▫ IME System established and field-tested. |
|--------------------------|---|

Start and End Date: January-December 2007

% Progress to date: 98.74%

| Quality Criteria | Date | Results of Activities | | Resource Status | Timeliness |
|--|------|--|----------|-----------------|------------|
| | | User Perspective | | | |
| <ul style="list-style-type: none"> ▫ Work Teams at HQ and FOT recruited trained and functionalized. ▫ Develop & Upgrade Program components manuals and guidelines. ▫ Undertake in-service training. ▫ Sign MOUs with IME CSOs and upgrade DTCE IME systems by incorporating new program elements and operationalize the system. ▫ International bidding process completed for out sourcing of social audit. | | <ul style="list-style-type: none"> ▫ DTCE now has the necessary human resource capacity to begin effective and timely implementation of the revised, integrated DTCE model in all 110 districts of Pakistan by the end of 2009. ▫ An indigenous social audit process was redesigned with the approach to institutionalize the social audit process at national level. The new controls mechanisms and TORs designed for implementation. ▫ Competitive bidding process for selection of new organization to initiate the social audit process as per new TORs. ▫ New Manual and Guidelines for Police Community Relations Program, Village and Neighborhood councils, and CCB Networks updated, fine tuned and finalized during the reporting quarter. ▫ MoUs were signed with 20 IME CSOs to monitor PCM and CCBM training programs in 12 partner districts. ▫ 467 Capacity Building Evaluation Reports (CBER) received. Data entry of all reports was completed in the CFIMS software developed by DTCE. ▫ Based on the feedback from the LOIs and Directorates DTCE IME team revisited and finalized the reporting formats for new components which include Village & Neighbourhood Councils, CCB Networks, LCIN, and Khullee Kacheries | Utilized | Achieved | |

| Quality Criteria | Date | Results of Activities | | Resource Status | Timeliness |
|------------------|------|---|----------|-----------------|------------|
| | | User Perspective | | | |
| | | <ul style="list-style-type: none"> ▫ Monitoring Reports were prepared for the target districts keeping in view the objectives and targets set in the TFA for each program component. ▫ Statistical analysis of CCB project costs, utilization of local government funds and registration of CCBs was undertaken to compare and contrast pre and post DTCE intervention scenarios. ▫ 96 internal and external meetings held in which 1124 representatives of partner CSOs, donor community and DTCE staff participated. ▫ 688 local field visits (3,967 person-days) were undertaken by DTCE field teams to gather information for the preparation of various social communications materials, including success stories; monitoring and evaluation of new components of the DTCE model e.g., the Village & Neighborhood Councils, CCB Networks and the full-scale application of retooled components such as Police Community Relations, and the capacity building of local stakeholders. ▫ Action Planning System designed and functionalized with detailed work breakdown structures developed for each HQ directorate and FOT, that are regularly monitored and updated against time through the Action Planning Unit ▫ CCBM/PCM Participants Guide and CCBM/PCM Manual prepared and translated into Sindhi, with accompanying visual aids. ▫ Guidelines for new program components: LCIN, Police Community Relations Program, Village and Neighbourhood councils, CCB Networks, and Local Government Associations developed and updated. | Utilized | Achieved | |

| Financial Summary | | | | | | |
|-------------------|-------|-------|---------|------------|-------------|-----------|
| Account | Fund | Donor | R.Party | Budget | Expenditure | Balance |
| 71300 | 04000 | UNDP | DTCE | 166,393.50 | 166,393.50 | 0.00 |
| 71200 | 04000 | UNDP | DTCE | 107,617.22 | 107,617.22 | 0.00 |
| 72100 | 04000 | UNDP | DTCE | 316.14 | 316.14 | 0.00 |
| 74500 | 04000 | UNDP | DTCE | 10,920.63 | 10,920.63 | 0.00 |
| 72100 | 30000 | NOR | DTCE | 6,984.43 | 6,984.43 | 0.00 |
| 71300 | 30000 | NOR | DTCE | 503,000.00 | 479,183.62 | 23,816.38 |
| 71300 | 30000 | UKM | DTCE | 981,789.01 | 981,789.01 | 0.00 |
| 72100 | 30000 | UKM | DTCE | 85,000.00 | 85,000.00 | 0.00 |
| 74500 | 30000 | UKM | DTCE | 230.90 | 230.90 | 0.00 |

Activity ID: ACTIVITY2 Developing National Capacities

Description: Capacity of all stakeholders and partners developed to ensure successful implementation and sustainability of DTCE interventions.

Deliverable Description:

- = Capacity of LGs (Dist, Teh & Union) & other CSOs / private sector org. developed to provide tech. assistance to the CCBs & partners at village, union and tehsil levels in the area of eligibility, monitoring & project accounting & auditing.
- = Establish Local Government network

Start and End Date: January 2007 - December 2007
% Progress to date: 99.84%

| Quality Criteria | Date | Results of Activities | | Resource Status | Timeliness |
|---|------|---|----------|-----------------|------------|
| | | User Perspective | | | |
| <ul style="list-style-type: none"> Identification and MOUs with local CSOs for capacity building TOIs for local national CSOs. Implementation of program activities in the partner districts as per MoUs signed with Local Government (District, Tehsil and Union) Conduct 2 days CCBM & 3 days PCM Training Programs in each union council. | | <ul style="list-style-type: none"> MoUs Signed with 21 training and 20 IIME CSOs to conduct and monitor PCM and CCBM training programs in 11 partner districts. There are now an estimated 21,969 CCBs established with DTCE support in the partner districts by November 2007 out of which 5645 have been an outcome of year 2007. At present 549,225 actively engaged citizens are benefiting as a result of their membership of CCBs established with DTCE support in partner districts. Approximately, 350 CCBs with at least 33% female membership established with DTCE support in 2007 | Utilized | Achieved | |

| Quality Criteria | Date | Results of Activities | | Resource Status | Timeliness |
|--|------|---|----------|-----------------|------------|
| | | User Perspective | | | |
| <ul style="list-style-type: none"> Manage the implementation of partnership agreement with NCHD for capacity building of state functionaries with enhanced roles and responsibilities at district and tehsil levels. Provide support for formulation, promotion and functioning of CCB Networks in selected partner districts. Conduct consultative orientation meetings, seminars with relevant national, regional and local level CSOs as well as other partners for promotion, dissemination and networking purposes. Formulation and capacity building of village & neighborhood councils in the selected partner districts. | | <ul style="list-style-type: none"> 8,110 Union Councilors and civil society members were trained by 94 master trainers in 522 CCBM training events held in 7 districts during 2007 PCM trainings were conducted in 9 districts in 2007 with a total of 1121 citizens from approx 569 CCBs were trained Approximately 3,134 CCBs projects were developed and approved by local government, and 1,856 million funds were utilized or earmarked for these projects. 5 "One-Window Operations" for CCB project facilitation were established and support to 12 OWOs were provided Meetings with Selected CSOs of Punjab, NWFP, Sindh and Balochistan to assess and evaluate the trainers' calibre and to finalize training needs assessment for the TOIs for CSOs which will be implementing DTCE Program components in their respective districts. District quarterly work plans received for 32 districts and 95 tehsils. Deliverables includes allocation of budget funding for CCBs, notification of Zila Monitoring Committees (ZMCs) and Tehsil Monitoring Committees (TMCs), details of CCB projects at district and tehsil level, Exclusive Classification for CCB projects and formation of CCBs, including women's and mixed CCBs. Review of CCBM and PCM training manuals completed. New manual for PCM training and participant guide for PCM training prepared, finalized and printed. Standardized material for PCM training; i.e. Participants' Guides, Trainers' Manuals, Training Flip Charts for trainers and training Reports developed and being used in PCM training programs. DTCE has assembled a pool of 671 DTCE Certified Master Trainers by 2007, consisting of 354 CCBM trainers and 317 PCM trainers in the partner districts. In the reporting year, DTCE conducted 10Bs for CCBM trainings for four districts of Punjab, Sindh and NWFP and a group of 57 trainers consisting of 40 men and 17 women qualified as trainers. Where as ToT for PCM was facilitated in six districts of Sindh and three districts of Punjab, preparing 100 trainers consisting of 73 men and 27 women. | Utilized | Achieved | |

| Quality Criteria | Date | Results of Activities | | Resource Status | Timeliness |
|------------------|------|--|----------|-----------------|------------|
| | | User Perspective | | | |
| | | <ul style="list-style-type: none"> During 2007, NCHD trainings were implemented in the areas of CCB Mobilization, Planning & Budgeting and Monitoring. Continued facilitation by local and regional NCHD offices followed the trainings. Participation also involved accounts & audit staff, DOs and DDOs this year. A total of 170 Training events were held in DTCL partner districts in which 2742 participants were trained. A detailed concept was developed for the formation of CCB Network with inputs from existing CCB Networks in Loralai, Lodhran, Abbottabad, Nowshera, Bannu and Swat. The concept developed was pilot tested in District Narawal and elections were held on 20th August 2006. There was very large scale participation of CCBs and some 80% CCBs voted in this regard. The CCBN activities were undertaken in 12 districts and 53 Tehsils of the four provinces. Out of 7752 CCBs 6127 CCBs participated in the CCBN elections. The CCBN workshops were conducted successfully for 16 districts. In total 442 participants including 115 women members attended the workshops. Elections of Village and Neighborhood Councils were conducted in 13 districts for the formation of Village Councils. A total of 894 elections were held for the formation of V&NCs in the respective union councils. Total 6722 (5567 male & 1155 female) contestants participated in the elections. Total 229891 voters (138974 male and 90917 females) cast their votes in VNC elections. V&NCs orientation workshop was conducted for 832 V&NCs during the reporting period. Total 4863 V&NCs members have participated in these training workshops these include 4180 male and 686 females. A national consultative workshop titled 'Incentives and Institutional Behavior Change in Local Governments' was held in Bhurban on 30th August 2007 where views, issues, recommendations and policy prescriptions were synthesized in relation to DTCL institutional support and a way forward of institutionalizing performance bonuses by local administrations was finalized. Apart from other routine meeting with CSOs, On Sep 05, 2007 a workshop was conducted at the request of Punjab Local Govt Academy, Lalamusa to enhance the capacities of 60 newly recruited TMOs, TORs, Council officers of Punjab along with the faculty members of the academy. | Utilized | Achieved | |

| Financial Summary | | | | | | |
|-------------------|-------|-------|----------|--------------|--------------|----------|
| Account | Fund | Donor | R. Party | Budget | Expenditure | Balance |
| 71200 | 04000 | UNDP | DTCE | 59,516.21 | 59,516.21 | 0.00 |
| 72100 | 30000 | CAN | DTCE | 4.65 | 4.65 | 0.00 |
| 72100 | 30000 | NGR | DTCE | 267,892.00 | 267,892.00 | 0.00 |
| 72100 | 30000 | UKM | DTCE | 2,736,266.72 | 2,731,436.63 | 4,828.09 |

| Activity ID: ACTIVITY3 Developing National Capacities | |
|--|--|
| Description: Effective Community Participation in local governance | |
| Deliverable Description: | <p>Promotion and capacity building for CCBs (organization, application, approvals and management)</p> <p>Capacity of CCBs developed to design, implement and monitor local council funded programmes that may also receive DTCL support.</p> <p>DTCL participation in local council monitoring committees to strengthen respect for rights and improve services.</p> <p>Promotion and capacity building of Associations of Nazims and councilors at all three tiers of Local Government.</p> |
| Start and End Date: | January 2007 - December 2007 |
| % Progress to date: | 99.94% |

| Quality Criteria | Date | Results of Activities | | Resource Status | Timeliness |
|--|------|---|----------|-----------------|------------|
| | | User Perspective | | | |
| <ul style="list-style-type: none"> Review and finalize DTCL national social communication strategy of social awareness raising and advocacy at national, provincial and local level. Sign MOUs, establish community empowerment desks in the existing partner districts and build capacity of press clubs and bar associations in investigative journalism and public interest litigation. | | <ul style="list-style-type: none"> DTCL communication strategy was revisited and a number of new activities were added that include a range of radio programmes, video documentation of success stories, their dissemination and fictionalization of the success stories into dramas. Keeping in view the cost effectiveness DTCL has established a small in-house video production facility. The production house has started producing documentaries and soon it will be able to produce videos of success stories on regular basis. Most of the activities of the DTCL will be captured with the help of this facility. In addition the media unit had also completed the pre production of comic skits, shooting of success stories and preparation, publishing and dissemination of DTCL Newsletter. Similarly a print media campaign highlighting CCBs success stories was finalized and is ready to launch. During 2007 Press Clubs published a total number of 1508 news items and 62 articles on CCBs, Village and Neighborhood Councils and Local Government system in | Utilized | Achieved | |

| Quality Criteria | Date | Results of Activities | | Resource Status | Timeliness |
|--|------|---|----------|-----------------|------------|
| | | User Perspective | | | |
| <p>Develop and air LCIN programs "Aap Aur Hukumat" in the partner districts and ensure its timely iterations.</p> <p>Provide grants funding to CCBs for their approved projects as per agreed MOUs signed between concerned local governments and DTCE.</p> <p>Implement Police welfare and Community Relations Program in the selected partner districts through partnering with DPO, local CSOs, UPSCs, and DPSCs etc.</p> <p>Revise and update the institutional framework for promotional Associations of district and tehsil level Local Governments.</p> | | <p>The local newspapers by the District Press Clubs. A booklet of selected news clippings and articles was published in the year. Bulk capacities of 43 journalists from 9 districts. Similarly MOUs with 6 new press clubs was signed which bringing the total number to 27 partner press clubs and 27 press committees.</p> <p>12 CFDs were set up in districts in DTCE partner districts. In order to facilitate the CCBs, the Free Legal Aid Committees of 14 District Bar Associations have issued notices to the respective district officials to provide the information regarding classification of development schemes exclusively and delay in release of CCB project funds. In 2007, DTCE has signed revised MoUs with 7 new District Bar Associations.</p> <p>In 2007, 47 CERTs have been conducted whereby 1381 persons, including CCB members, CCIN officials, legal aid committee members, press committee members, CSOs, local government officials, monitoring committees members, elected representatives have attended.</p> <p>21 LCIN programmes were produced in 7 partner districts. 1707 participants that includes Press & Bar members, CCB members, district and tehsil elected representatives and members of civil society participated. The programmes were aired through A-TV and local cable networks. LCIN programmes were recorded with guest panel of elected representatives (of all three tiers of the local government) and local government functionaries and a studio audience of approx 150 to 200 members of the local community. During the programme the thematic areas of CCBs, Fiscal Accountability, Monitoring Committees and Police reforms discussed at length. One of the aims of this initiative is to promote best practices at the local levels of Public Administration, notably in relation to transparency and accountability for public access to information and justice.</p> <p>DTCE's quarterly Newsletter titled Awam ki Awaz has been expanded now incorporates extensive updates on the organization's activities and operations. The newsletter is also being published in Urdu for dissemination among the lower tiers of the Local government, CSOs and other stakeholders.</p> <p>NCID prepared a training curriculum and manual for both ZMCs and TMCs. 59 Quarterly evaluation reports were developed by monitoring committees at the district level. Similarly, 150 QER submitted by the tehsils in their respective tehsil councils. The remaining trainings in 6 districts were completed in with 172 members of ZMCs participated. In 55 training events of monitoring committees 1101 participants were trained.</p> | Utilized | Achieved | |

| Quality Criteria | Date | Results of Activities | | Resource Status | Timeliness |
|------------------|------|---|----------|-----------------|------------|
| | | User Perspective | | | |
| | | <p>DTCE decided to support CCB movement by supporting CCB projects by diverting 75% of institutional support into CCB project support for women CCB projects and for districts where there are no funds available for CCB projects.</p> <p>DTCE provided funding to 293 CCBs of Rs. 29.11 million to accommodate the districts lacking development funds. This also includes female CCB projects.</p> <p>3 rounds of Khull Kacheris (KK) were held in 45 Union Councils of District Haripur where 17725 community members (14641 male and 3084 female participated in the KKs).</p> <p>67 UPSC notified in Haripur and Iashella. Capacity building workshops on the role and working of Union Public Safety Committees were held in district Haripur and Iashella in which 216 elected public representatives and union secretaries (156 male members, 60 female members) were given training. Among the participants of this event were Chairpersons/Members of UPSCs of 67 UCs and Moderators/Facilitators of partner CSOs.</p> <p>PSMS has been working successfully in Haripur, Iashella and Khairpur where 10209, 819 & 3302 FIRs were entered in these districts respectively. Similarly, 7300 entries of transfers/postings were also recorded in PSMS Iashella.</p> <p>Implementation strategy for forming Local Government Associations (LGAs) to fortify the Local Government system from the elite capture is in the finalization stage. Preparatory material being finalized.</p> | Utilized | Achieved | |

| Financial Summary | | | | | | |
|-------------------|-------|-------|---------|------------|-------------|---------|
| Account | Fund | Donor | R.Party | Budget | Expenditure | Balance |
| 72100 | 04000 | UNDP | DTCE | 13,563.54 | 13,563.54 | 0.00 |
| 72600 | 04000 | UNDP | DTCE | 129,900.03 | 129,900.03 | 0.00 |
| 72100 | 30000 | NOR | DTCE | 695,000.00 | 694,963.85 | 36.15 |
| 72100 | 30000 | UKM | DTCE | 254,736.32 | 253,933.35 | 802.97 |
| 72600 | 30000 | UKM | DTCE | 255,357.86 | 255,357.86 | 0.00 |

Activity ID:ACTIVITY5 Developing National Capacities
 Deliverable Description: Program Support & Implementation
 Start and End Date: January 2007 December 2007
 % Progress to date: 32.59%

| Quality Criteria | Date | Results of Activities | | Resource Status | Timeliness |
|---|------|---|----------|-----------------|------------|
| | | User Perspective | | | |
| <p>Organize & conduct meetings of the Board of Directors.</p> <p>Prepare annual & quarterly work plans. quarterly advance requests/progress reports and finalization in collaboration with UNDP.</p> <p>Procure expandable & non-expandable equipment, payment of utility bills, rental payments building and portable cabins</p> | | <p>BODs meeting were held. Quarterly work plans/advances request prepared, approved and processed. Quarterly/annual progress reports prepared approved and finalized.</p> <p>Expandable and non expandable equipment procured as per requirement. Stationery items, toners, fire-wall, anti virus programme books and maps etc. procured Payment made for utilities and services. Rent paid for building and portable cabins installed at DTCEP to create additional offices for staff.</p> | Utilized | Achieved | |

| Financial Summary | | | | | | |
|-------------------|-------|-------|---------|------------|-------------|----------|
| Account | Fund | Donor | R.Party | Budget | Expenditure | Balance |
| 74500 | 04000 | UNDP | DTCE | 10,283.85 | 2,666.62 | 7,617.73 |
| 72200 | 04000 | UNDP | DTCE | 7856.36 | 7856.36 | 0.00 |
| 71600 | 04000 | UNDP | DTCE | 340.60 | 340.60 | 0.00 |
| 74100 | 04000 | UNDP | DTCE | 1,162.79 | 1,162.79 | 0.00 |
| 72200 | 30000 | NOR | DTCE | 9,905.52 | 9,905.52 | 0.00 |
| 74500 | 30000 | NOR | DTCE | 64,240.29 | 64,240.29 | 0.00 |
| 72200 | 30000 | UKM | DTCE | 35,000.00 | 29,910.12 | 5,089.88 |
| 74500 | 30000 | UKM | DTCE | 167,085.82 | 167,085.82 | 0.00 |

ANNEX 2: PROJECT ISSUES:

DATE: January 10, 2008
 Award ID: 00014120
 Description: Devolution Trust for Community Empowerment (DTCE); PAK/02/009/NEX
 Implementing Partner: DTCE
 Period Covered: January December 2007

| Status of Project Risks: | Open Project Issues: |
|---|--|
| <p>1. <u>High level political will behind devolution reforms program falters</u></p> <p>The President of Pakistan categorically rejected the demand of dissolution of local bodies before the General Elections in 2008. Also, the President on many occasions publicly stated his commitment to devolution. It is very unlikely that the next political government would wrap up the reform agenda amidst national and International ownership of the devolution programme. The completion of local government second term of office will create ownership among political parties to continue the system beyond 2009.</p> <p>2. <u>Civil Society fails to support LGO 2001's citizen entitlements</u></p> <p>DTCE project aims to engage citizens with the state. It is strengthening rights based grassroots institutions asserting for their entitlements. Also, it massages demand side institutions like CCB Networks, Press clubs and Bar Associations to advocate on behalf of citizens. DTCE is engaging civil society organizations by out-sourcing most of its training and field activities. Other DSPs and donor agencies are also engaging civil society to safe guard citizen elements of devolution.</p> <p>3. <u>Weak technical capacity and ownership of district & Tehsil governments to resolve CCB issues.</u></p> <p>DTCE's field experience indicates that impediments still exist in the implementation of CCB projects. The shortage of professional staff to undertake on site visits, delay in approval of project design and cost estimates adversely affects the release of funds to CCBs. DTCE is providing technical and financial support to key stakeholders, particularly local government officials and elected representatives. Social capital is being networked through local bar associations, press clubs, and local development NGOs to keep an eye on the functioning of the officials at all levels.</p> | <p>1. Law & Order situation especially in NWFP and Balochistan restricting DTCE from field activities</p> <p>2. Changing political situation and turmoil in the country hampering full scale implementation of DTCE programme.</p> <p>3. Lesser participation of females in VNC and CCB Network elections in NWFP.</p> <p>4. Shift of power base from bureaucracy to locally elected officials creating resistance from power groups in the administration.</p> <p>5. Notification of Provincial Government of Punjab slowed down the CCB project development. Amendments in CCB rules not yet finalized by the provincial government.</p> <p>6. No development budget for CCBs in Balochistan.</p> <p>Separate donor agendas and priorities may lead to below optimal impact that the donor presence can have on the national reform process.</p> |

| Status of Project Risks: | Open Project Issues: |
|--|----------------------|
| <p>4. <u>Patronage Politics adversely affecting formation and distribution of funds</u> The trend of formation of CCBs by influential citizens, elected representatives and contractors directly or through their proxies, undermines the concept of community participation in social development. DTCE is working with the districts and tehsils to discourage patronage based distribution of funds. Institutional support provided to districts and tehsils is being monitored and to a great extent, DTCE ensures that deserving CCBs gets the funding on the basis of exclusive classification.</p> <p>5. Training of CCBs is limited, only key members are involved DTCE has widened its awareness campaigns through national media, Seminars, and local level capacity building activities. The mass awareness initiatives are creating bigger impact and also through their own initiative organizing their own associations replicate DTCE work.</p> <p>6. CCB Funds will not be utilized and huge amounts will remain available at the districts and tehsils The District Governments/TMAs have not attained the level of knowledge and experience by which they can independently operate under new rules, procedures and processes. DTCE institutional support motivated local governments to help CCBs in project formulation and development. In 2007, with DTCE support, Rs. 1.8 billion utilized by CCBs in 38 districts. The movement has geared up and expectedly there will be no backlog of funds after 2008.</p> <p>7. Suitable Human resources will not be available to DTCE to implement its programme at National Level DTCE success totally depends on staff personnel and their respective capacity to develop and implement DTCE operational strategy. The staff have proven its capacity to mobilize as a team to achieve objectives over the years. DTCE is also undertaken restructuring its recruiting and training policies to attract qualified staff.</p> <p>8. Without adequate support from the stakeholders, DTCE may not be able to meet its objectives effectively. The DTCE programme has adequate resources to implement its programme in targeted districts. However, there is interest by important donors in DTCE. DTCE is also working on a detailed resource mobilization strategy for new areas of interest.</p> | |

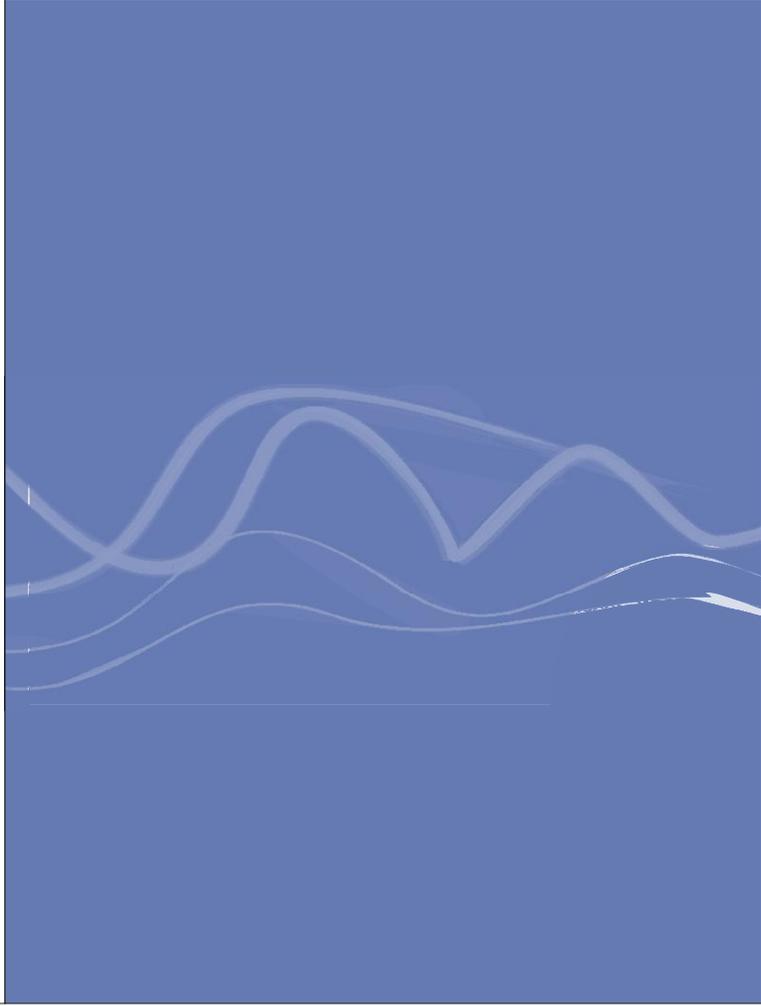
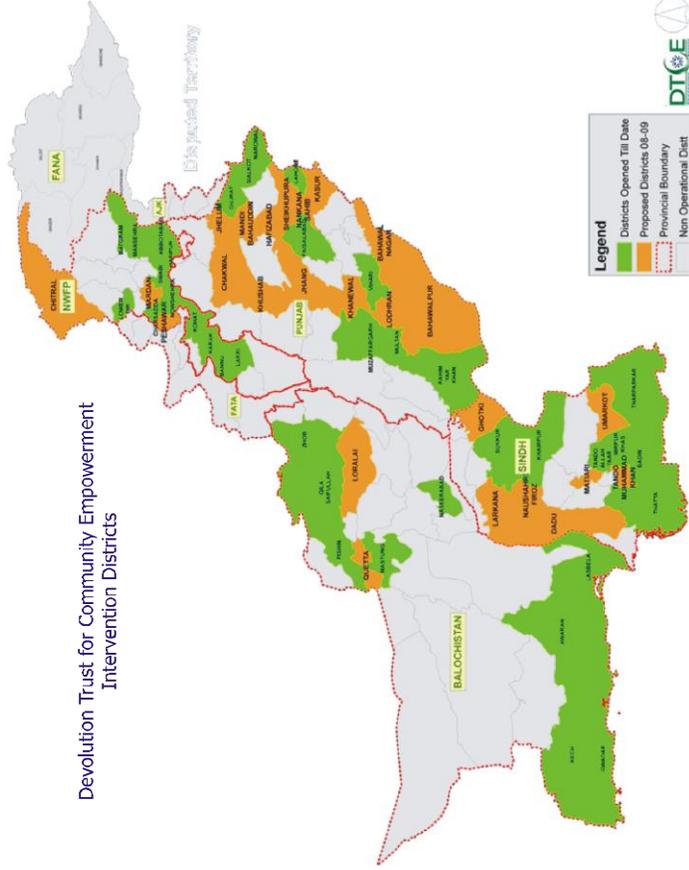
ANNEX 3: IMPLEMENTATION PARTNERS OF DTCE

| Sr # | Name of Implementing Partners | Address | Tel |
|------|---|--|----------------------|
| 1 | Aims Organization, Muzaffargarh | Aims Organization, Aims Complex Ward #5, Near Eid Garh Arayan Tehsil Jatoi District Muzaffargarh | 0301-7870843 |
| 2 | Al-Bari Welfare Association (ABWS) - Faisalabad | Al-Bari Welfare Association, Stadium Road, Jaranwala, District Faisalabad, Punjab, Pakistan | 0468-316670 |
| 3 | Anjuman Nawjawan Charsadda (ANC) - Charsadda | Gul Bahar Colony No 2, Mardan Road Charsadda, PO Box No 24, NWFR Pakistan | 0333-9168162 |
| 4 | 40-A, Main Bazar, Dlundiwala, Faisalabad | Anjuman Samajee Behood, Faisalabad | 041-8713431 |
| 5 | Badin Rural Development Society (BRSS) - Badin | Near Ahmrd CNG Station, Karachi Road, Badin | 092-297-373015 |
| 6 | BAIDARE Foundation - Sialkot | Village & P.O. Roras, Tehsil & Distt. Sialkot-Pakistan | 052-3505457 |
| 7 | Balochistan Environmental and Educational Journey (BEEJ) - Mashung, Pishin | 48-D, Samangli Housing Scheme, Quetta, 87300, Pakistan. | 0333-7808645 |
| 8 | Bunyad Foundation, Sialkot | 226-Munir Road, Lahore Cantt | 042-5600621, 5600692 |
| 9 | Chenab And Al-Rai Organization, Gujrat | Flat No#4, Subedar Plaza, Rehman Shaheed Road Gujrat | - |
| 10 | Citizen Commission For Human Development (CCHD), Vehari & Lahore | 42-Tipu Block, New Garden Town, Lahore | 042-5889666 |
| 11 | ConsTech Quality Services, IBI House 10-G, Johar Town, Lahore (ConsTech) - Lahore | IBI House, 10-G, Johar Town, Lahore. | 0321-9413090 |
| 12 | Contech International, Lahore | Contech Office, 2-G, Model Town, Lahore | 0300-9403400 |
| 13 | DAWS Organization - Vehari | DAWS,127-G, Rail Bazar Burewala, District Vehari, Punjab, Pakistan | 0300-6992133 |
| 14 | Global Development Programme (Gdp), Kohat | H#128, St#13, Sector 6KDA Kohat | 0928-624889 |
| 15 | Goth Seenghar Foundation, Sukkur | Jilani Chowk Nabi Bux Road, Khairpur, Sindh. | 0234-714107,621049 |
| 16 | Hashtnagar Development Social Welfare Council, Charsadda | C/O M. Azam Khan Special Education Center Mardan Road, Charsadda, Post box # 24 | 091-513158 |
| 17 | Hazara Development & Advocacy Foundation (HADAF) Haripur | Hazara Development and Advocacy Foundation HADAF Tariq Omer Plaza, G.T. Road, Haripur | 0995-610981 |
| 18 | Health And Development Society (Hands), Badin | 225/1/B, Block II, PECHS, Karachi, Pakistan | 021-4532804 |
| 19 | Welfare Association for New Generation (WANIG) - Lasbella | Karachi Bus Stop, Eid Per Road, Bela 90050, Dist Lasbella, Balochistan | 0302-2096354 |

| Sr # | Name of Implementing Partners | Address | Tel |
|------|--|--|---------------------------|
| 20 | Human Resource Development Society (Hrds), Faisalabad | Block # 19, Flat # 01, PHA-Zero Point, Sector G-7/1, Islamabad | 051-2203393 |
| 21 | Idara Kilmat-E-Khalq Talash (IKKT), Lower Dir | IKKT, Ziarat Talash, Distt. Lower Dir, NWFP | 0935-870021, 8701061 |
| 22 | Indas Resource Center (Irc) Sukkur | III - C KTM Road, Nizamani Muhalla, Khairpur, Regional Head Office | 0243-552512 |
| 23 | Innovative Development Organization (IDO), Qilla Saifullah & Pishin | 2-French Street, Off Lane to Zarghoon Road, Quetta | 09281-2832682 |
| 24 | Integrated Rural Development Empowerment & Advocacy For Livelihood Support (Idaak), Manshara & Abbotabad | Faisal Plaza, Abbotabad Road, Manshara | 0987-302880 |
| 25 | International Women Welfare Chub (IWWC) - Faisalabad | 914-B, peoples Colony no 1, District Faisalabad | 0300 9656657 |
| 26 | Jaag Welfare Movement | Nice Building Jamila Welfare Eye Hospital, Rahim Yar Khan | 068-5873382 |
| 27 | Jaggarta Social Welfare Organization, Mirpur Khas | H. # 64, Adam Town, Mirpur Khas | 0233-500454, 0302-3319533 |
| 28 | Johar Educational and Welfare Society (JEWS) - Rahim Yar Khan | Opposite Jamia Abdullah Bin Masood Rahim Yar Khan Road, District Rahim Yar Khan | 0707-75242 |
| 29 | KOSHISH - Sialkot | Khanawali The. Pasur District Sialkot, Punjab, Pakistan | 0301-6166424 |
| 30 | National Commission For Human Development (NCHD) | Shaheed-e-Millat Secretariat, China Chowk, Blue Area, Islamabad | 051-9216200 |
| 31 | NGO's Coalition for Child Rights (NCCR) - Nowshera | St # A-14, Ittehad Road, Ittehad Colony Peshawar City, NWFP | 0300 9362194 |
| 32 | PAIMAN Alumini Trust Fund (PAIMAN) - Tando Allah Yar, Thatta | House # 40, Street 38, F-10/4, Islamabad | 0300-9844423 |
| 33 | Pakistan Workers Federation (PWF) - Swabi | Pakistan Workers Federation, Union Plaza Waris Khan Market, 2nd Floor, Jhalgira Road Swabi, NWFP, Pakistan | 0300 5716150 |
| 34 | Root Work, Naseerabad | Near DCO Office, Tehsil Road, Dera Allah Yar, Jaffarabad, Balochistan | 0838-510051 |
| 35 | Roshni Organization, Multan | 415-F, Shah Rukn e Alam Colony, Multan | 061-4551681, 6772995 |
| 36 | Welfare of Mankind and Nature (WOMAN) - Sukkur | Marland Public School, Near police Line, MT Workshop, New Pind Sukkur | 0300-3119121 |

| Sr # | Name of Implementing Partners | Address | Tel |
|------|--|---|--------------------------|
| 37 | Rural Awareness And Development Organization (Radio), Thatta | Qazi Building 2nd Floor, Opp. Mai Qadam Masjid, National Highway, Thatta | 0298-612085 |
| 38 | Rural Community Development Council (Rcdc), Gawadar | Zahoor Shah Hashmi Ward, Club Street, Harbour Road, Gawadar | 068-4210723 |
| 39 | Rural Development Organization (RDO) - Muzaffargarh, Lower Dir | RDO, Near Canal Colony madra Town kot Adda, Muzaffargarh, Punjab, Pakistan | 0300-7482543 |
| 40 | Rural Development Project Haripur (RDP) - Haripur | Based at House # C-1176, Sikandarpur Road, Haripur | 0300-5000984 |
| 41 | Sangat Development Foundation | Sangat, 26-C/1, Faisal Town, Lahore | 042-5164840 |
| 42 | Sarsabz Foundation, Faisalabad | 616-A, Peoples Colony No. 1, P.O.Box # 293, Faisalabad, Pakistan | 041-8001025 |
| 43 | Sheen Ghar Association | Behind Civil Hospital, Police line Road | 210167 |
| 44 | Sindh Rural Partners Organization (SRPO) - Mirpurkhas | House # 1026, Noor Shah Colony, Nai Para, Mirpurkhas | 0233-861924 |
| 45 | Sindh Rural Support Program (Srsp), Tando Allahyar | D-112, Phase III, Nasim Nagar, Qasimabad, Hyderabad | 022-2654446 |
| 46 | SKYIANS Organization - Manshara & Abbotabad | 1st Floor Zia plaza opp:MCB Ayub Medical complex, Manshara road Manlian Abbotabad | 0300-5616610 |
| 47 | Samajee Rehbood Rabita Council (Sbrc) | SBRC Mal Lar, Jahangira Road, Tehsil & Distt. Swabi | 0938-221487 |
| 48 | Social Activist Forum, Keoch (Turbat) | SAF Public Library and resource Center, Commissioner Road Turbat (KECH), Balochistan | 0861-413525 |
| 49 | Social Youth Council Of Patriots (Sycop), Muzaffargarh | SYCOP, Fazal Nagar, Jahang Road, Muzaffargarh | 0300-6860470 |
| 50 | Society For Community Support For Primary Education In Balochistan (SCSPB), Mastung & Zhob | 3-A, Ahmed Zai Colony Sariab Road, PO Box # 495, Quetta | 0300-6860470 |
| 51 | Strengthening Participatory Organizations (SPO), Multan | HINo# 415-F, Shah Rukn-e-Alam Colony, Multan | 061-6772995, 051-2104677 |
| 52 | Sudhaar Society, Sialkot | H # 2, Al Hadi Town, Street Near Ali Petrol Pump (PSO), Defense Road, Sialkot | 042-5888176-77 |
| 53 | United Rural Development Organization (URDO), Nowshera | Flat # 4, Rehman Plaza, OPP GPO, Saddar Road, Peshawar Cantt, District Nowshera | 0300-9033356 |
| 54 | Women Social Organization (WSO) - Muzaffargarh | P.O Box # 19, Saeed Avenue, Ho # 1, St # 7, Near Police Line, Ali Pur Road Muzaffargarh, Pakistan | 0301 7878257 |

Devolution Trust for Community Empowerment Intervention Districts



DTCE

Empowering People

DEVOLUTION TRUST FOR COMMUNITY EMPOWERMENT

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DTCE - Promoting Institutional Change



Devolution
Trust
for
Community
Empowerment

Annual Progress Report 2007