

## Rebuilding Lives through Community Participation

Annual Progress Report 2009



Devolution Trust for  
Community Empowerment

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**Annual Progress Report 2009**



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# Acronyms



Filed testing of social audit 2009/10 instrument at Sargodha

APR	Annual Progress Report
BoD	Board of Directors
CAF	Country Assistance Framework
CAP	Country Assistance Plan
CCCBs	Citizen Community Boards
CDP	Capacity Development Plan
CED	Community Empowerment Desk
CEIMS	Community Empowerment Information Monitoring System
CEO	Chief Executive Officer
CERT	Community Empowerment Roundtable
CSO	Civil Society Organization
CTA	Chief Technical Officer
DBA	District Bar Association
DCO	District Coordination Officer
DFID	Department for International Development
DO	District Officer
DO(SW)	District Officer Social Welfare
DPC	District Press Club
DPO	District Police Officer
DTCE	Devolution Trust for Community Empowerment
EDO (CD)	Executive District Officer (Community Development)
FOTs	Field Operation Teams
GDP	Gross Domestic Product
GoP	Government of Pakistan
ICED	Improving Citizen Engagement through Devolution
ICTP	Islamabad Capital Territory Police
IME	Information, Monitoring and Evaluation
KK	Khulli katcheries
LCA	Local Councils Association
LCIN	Local Citizen Information Network
LFA	Logical Framework Analysis
LG	Local Government

LGO	Local Government Ordinance
LoI	Letter of Intent
MDGs	Millennium Development Goals
MFOT	Manager Field Operation Teams
MoU	Memorandum of Understanding
NEX	National Execution
NGO	Non-Government Organization
NORAD	Norwegian Agency for Development Cooperation
NPD	National Project Director
NPM	National Project Manager
NWFP	North West Frontier Province
P&B	Press and Bar
PCM	Project Cycle Management
PCRP	Police Community Relations Programme
PKR	Pakistan Rupees
PMU	Project Management Unit
PO	Police Order
PSMS	Police Station Monitoring System
PRSM	Poverty Reduction Strategy Paper
SDC	Swiss Development Cooperation
SHO	Station House Officer
SP	Superintendent of Police
TMO	Tehsil Municipal Officer
ToR	Terms of Reference
ToT	Training of Trainers
UC	Union Council
UPSCs	Union Public Safety Committees
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
V&NCs	Village and Neighbourhood Councils

# Foreword



Female participants in LG convention in Lahore

DTCE was set up in 2003 to create an enabling environment for citizen participation and community empowerment in the country. In the six years of its existence, DTCE has endeavoured to play an active role in achievement of development goals articulated by the Government of Pakistan as well as the donors through enhanced citizen engagement.

**R**ecognizing that poverty is a complex and multidimensional phenomenon that encompasses social, economic and political exclusion, DTCE supports three pillars of the Government of Pakistan's Poverty Reduction Strategy Paper II namely: Pillar 2- Protecting the Poor and the Vulnerable; Pillar 7- Removing Infrastructure Bottlenecks through Public Private Partnerships (3Ps); and Pillar 9- Governance for a Just and Fair System.

DTCE is also a part of the national struggle to achieve Millennium Development Goals (MDGs) and is directly contributing to achievement of the first three goals:

**MDG 1-Eradicate extreme poverty and hunger:** The poor and vulnerable who remain under-served by state services are the main focus of DTCE initiatives and benefit directly through capacity development initiatives and indirectly through getting excess to local government funds at District, Tehsil and Union level. Since its inception in 2003, DTCE has developed social capital at the community level through formation of various community

engagement forums including Citizen Community Boards (CCBs), a citizen engagement model provided under Local Government Ordinance 2001 and other community based initiatives beside entering in partnership with a wide range of civil society organization for promotional, capacity building and IME activities.

**MDG 2-Achieve universal primary education:** DTCE contributes towards this objective through facilitating community involvement in infrastructure improvements in the primary education sector.

**MDG 3-Promote gender equality and empower women:** DTCE supports gender equality in the country by mobilizing and enabling women to take advantage of opportunities and resources available through community development initiatives. Gender is an integral part of every programme component of DTCE. Women are encouraged to form CCBs, participate in various community engagement forums and play an active part in the development process.

DTCE's activities are in sync with the UN Joint Programme outcome 3.1: "Enhanced participation in decision making of poor and vulnerable" and with its constituent sub-outputs, activities, and proposed geographic focus. DTCE finds mention in the document as a key implementing partner. DTCE's work also bears relevance to the Joint Programme Outcome 1.1.1, "Rural Infrastructure Development for increased market access." DTCE supports the UNDP Country Programme for Pakistan (2004) in contributing to the goals of "Participatory Governance" and "Effective Institutionalization of Devolution and other Governance Reforms." DTCE's approach incorporates 7 of the 9 Strategies, particularly those related to poverty reduction, gender mainstreaming, strengthening reform initiatives (devolution, community empowerment), participatory monitoring and mainstreaming of ICT to achieve broader goals, awareness and consensus building through media, and resource mobilization.

DTCE's work is aligned with three of the four outcomes of the DFID Pakistan Country Assistance Plan (2008-2013): Giving People Access

to Better Health, Making Government more Effective and Making Growth Work for everyone. SDC's programme refers to 3 PRS pillars, i.e. "Improving Governance and Devolution", "Investing in Human Capital" and "Targeting the Poor and Vulnerable". The work carried out by DTCE is aligned with all three pillars of SDC's programme.

DTCE has strong relevance with the Government of Norway's country programme for Pakistan. The main areas of Pakistan - Norway Development Cooperation are Good Governance (Democratisation and Human Rights) and Education. DTCE supports achievement of both objectives.



# Executive Summary



Street pavement and sanitation project at Abbottabad

The year 2009 was an eventful period for DTCE as it marks full-scale resumption of the programme activities and success in achieving its LFA targets for the year amidst political uncertainties and operational difficulties. All in all, the year has been a mix of achievements, challenges and opportunities that have established DTCE as a learning, flexible and responsive organization. The achievements and challenges of 2009 and the opportunities for the future are discussed briefly in the following paragraphs.

## Achievements

DTCE has maintained strong linkages with the local government departments in the four provinces and has received Letters of Intent from all the provincial governments for future collaboration. The process of formalizing relationships with the provincial governments has already begun— MoU signed with the Government of Sindh while MoUs with other provincial governments are being negotiated.

When DTCE resumed its field activities in April 2009, it was noted with satisfaction that much of its work in districts had remained sustainable. All One Window Operations were functional, CCBNs were properly working, Press and Bar and V&NCs were active.

In 2009, 2167 new CCBs were registered in DTCE partner districts mobilizing 54,175 citizens. The total draw down amount during 2009 stands at Rs.1.51 billion. In all, 27,274 CCBs have been registered in 38 partner districts of DTCE, which is 69 percent of all CCBs formed in 120 districts of the country. This has resulted in mobilization of 681,850 citizens.

New CCBNs were established in seven districts while existing

CCBNs were re-activated. CCBNs continued supporting CCBs in the process of registration and particularly focused on supporting women in forming CCBs. Capacity building sessions were held for the existing and new CCBNs during the reporting period.

DTCE held a series of 6 capacity building workshops for members of Legal Aid Committees and Press Committees constituted by partner District Bar Associations and District Press Clubs. A total of 132 lawyers and 133 journalists from 30 districts participated in these workshops. 68 percent of the issues that were raised in the Community Empowerment Roundtables were resolved. Majority of the issues related to pending CCB projects and release of instalments to CCBs.

Under the Police Community Relations Programme capacity building sessions were held for the Police officials and personnel.

During the reporting period, Local Councils Associations (LCAs) were formed in Balochistan and Sindh, while formation process of LCAs was facilitated in NWFP. MoUs were signed with all the LCAs and steps were taken to form a Federal Local Councils Association.

In support of the Local

Government system, LCAs hosted six national level Jeeway Pakistan Conventions across the country in which participants from the cross section of society including representatives of almost all leading political parties were invited. More than 11,855 citizens including 1540 women attended these conventions.

Empirical research on people's perception about V&NCs in 150 villages of 7 districts across Pakistan was conducted during the year. Based on the research finding, the programme has been fine-tuned to meet peoples' aspirations. Changes were made in the implementation strategy and the reactivation of V&NCs programme was started during the period.

DTCE made a headway in building partnerships with provincial local government departments. In that, MoU has been signed with the Government of Sindh, MoU submitted to Government of Punjab for signature, while MoUs with the Government of Balochistan and NWFP are being revised.

Responding to the emerging needs, DTCE replicated its citizen engagement model in district Buner, a war ravaged district of NWFP. Through this initiative, the

existing community organizations were revitalized to form village and neighbourhood groups that participated fully in execution and monitoring of community identified projects while DTCE provided financial (seed money) and technical assistance. So far 20 micro projects have been completed in village Sultanvas of District Buner.

## Challenges

Newly elected governments decided to revisit LGO 2001 and almost stopped funding for all tiers of local governments, specially in Punjab. Development projects were mainly implemented through government officials, rather than elected representatives of the local governments.

As a result of political and administrative changes large scale postings and transfers took place in the districts.

Though DTCE continued its regular operations in the project areas, deteriorating security situation did remain a serious concern.

## Opportunities

As provinces develop new Local Government laws, DTCE feels it can play a vital role, based on its

experience of working in 38 districts and findings of the research studies, to advise the provincial governments in preparing subordinate rules and regulations.

It is envisaged that the new provincial local government laws will provide space for citizen engagement. DTCE intends to support formation and promotion of citizen entitlements under the new law to promote citizen participation by fine-tuning its existing model. To achieve the above objective DTCE will continue its policy advocacy at national and provincial level through consultative workshops, seminars and conferences.

After successful demonstration of DTCE's programme in village Sultanvas district Buner, the organization is in the process of expanding its programme in the Malakand Division of NWFP province.

Component wise details of DTCE's accomplishments vis-a-vis challenges and opportunities during the past year are delineated in the subsequent sections of the report.

# Introduction to DTCE Program 2009

In year 2009, DTCE made significant progress in promotion of citizen participation, introduced its citizen engagement model in post conflict area of Sultanvas, District Buner, strengthened its linkages with the provincial governments for promotion of citizen engagement, supported formation of Local Council Associations in all the four provinces and initiated social audit on local governance and service delivery.

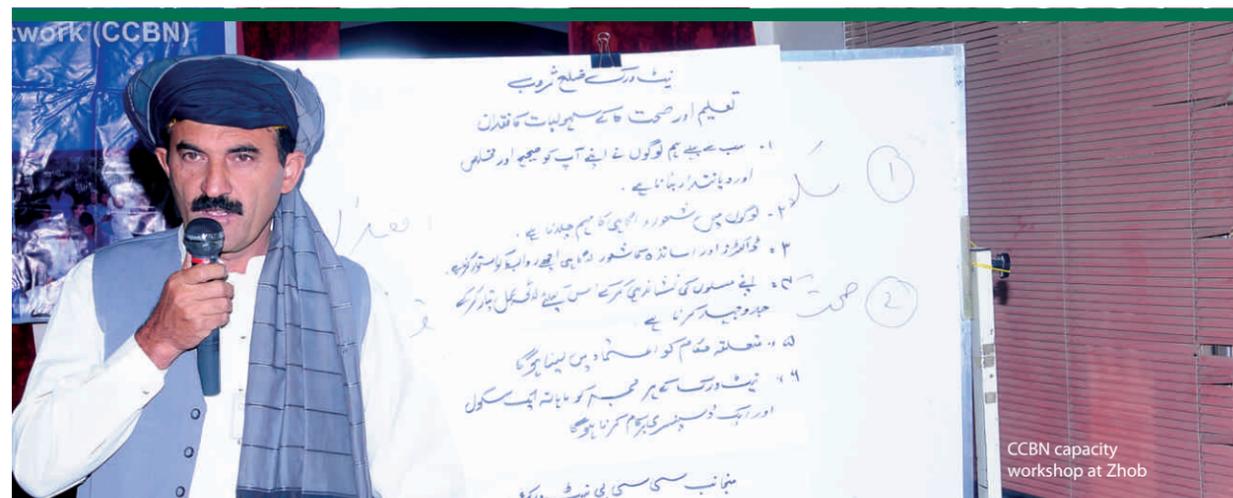
**D**TCE endeavored to transform the theory of 'citizen engagement' from rhetoric to reality. For this purpose, DTCE developed an innovative and cohesive citizen participation program that united all the social actors, such as, local politicians, bureaucrats, civil society organizations, press and bar, and general public for a common cause, i.e., transparency, accountability and improved service delivery. Year 2009 is yet another display of the unmatched success of the program details of which are elaborated in the following sections of the report.

DTCE added another feather in its cap when it bravely decided to help the poor and tormented inhabitants of the village

Sultanvas, district Buner whose lives were devastated due to Taliban led rebellion followed by the military operation.

Additionally, third iteration of the Social Audit was also initiated during 2009 and was progressing well till this time and is expected to be completed by March 2010.

Last, but not the least, another significance attached to this year is the initiation of the 'Local Councils Associations' component of the program. This program component is aimed at enhancing policy advocacy on local government issues with a diversity of partners including civil society organizations, citizens networks and representatives of political parties.



# Citizen Community Board Mobilization

Under LGO 2001 every district government is bound to allocate 25% of its total annual budget to be utilized by CCBs. CCB is a 25-member body of a local community that identifies, executes and monitors local projects on the basis of 20:80 equity from CCB and local government respectively. In order to encourage decision making and problem solving at the local level, DTCE facilitates formation and mobilization of Citizen Community Boards (CCBs). For the purpose, DTCE forms partnerships with local governments at the three tiers i.e. District, Tehsil and Union. DTCE assists local governments in registration and formation of CCBs and facilitates CCBs to initiate projects involving cost sharing with local governments.



LFA Indicator	Overall		2009	
	Target till March 2010	Achievement till December 2009	Annual Target till March 2010	Achievement till December 2009
1.1. No. of CCBs established in target districts and number of members	CCBs: 25000 Members: 625000	CCBs: 27274 Members: 681850	CCBs: 0 Members: 0	CCBs: 2167 Members: 54,175
1.2. No. of CCBs with minimum 33% female members established in target districts	1800	1726	800	726
2.1. No. of CCBs receiving PCM training and submitting proposal for local government funding in target districts	CCBs trained 8966 Participants trained: 15302 (F: 1025)	CCBs trained: 8928 Participants trained: 19289 (F: 1329)	CCBs trained: 523 Participants trained: 285 (F:285)	CCBs trained: 864 Participants trained: 1603 (F:177)
2.2. District/tehsil development budget for CCBs disbursed in target districts	UK £36 million	UK £42.49 million	UK £ 8.01	UK £ 12.63
2.3. No. of districts establishing One-Window Operation for CCB project facilitation in target districts	22	20	10	9
2.4. No. of CCBs representing women and socially excluded in DTCE partner districts receiving technical support and funding	100	71	100	56



Consultation with village Jirga at Sultanvas, Buner



Consultation with local community at Lower Dir

Table 1: CCBs Registered, Projects Approved and Funds Utilized

**CCBs Registered, Projects Approved and Funds Utilized**

Province	Progress in CCB Registration			Progress in CCB Projects			Progress in CCB Funds Utilization (Million PKR)		
	As of Dec 08	As of Dec 09	Difference	As of Dec 08	As of Dec 09	Difference	As of Dec 08	As of Dec 09	Difference
Balochistan	1327	1541	214	397	484	87	13.99	16.39	2.40
NWFP	8404	9117	713	3258	5433	2175	648.23	793.64	145.41
Punjab	9008	9439	431	3870	5220	1350	2358.96	3335.56	976.61
Sindh	6368	7177	809	2030	2453	423	562.36	953.80	391.45
<b>TOTALS</b>	<b>25107</b>	<b>27274</b>	<b>2167</b>	<b>9555</b>	<b>13590</b>	<b>4035</b>	<b>3584</b>	<b>5099</b>	<b>1516</b>

**Citizens Participation and Utilization of Funds**

CCBs kept their momentum, utilizing PKR 1.51 billion on community level development projects during 2009. In all, 27274 CCBs have been registered in 38 DTCE partner districts, which is 69 percent of all CCBs formed in 120

districts of the country. This has resulted in mobilization of 681850 citizens. The local communities utilized an amount of PKR 5.09 billions from the local government funds on CCBs identified community projects. In 2009, 2167 new CCBs were registered in DTCE partner districts mobilizing 54175 citizens.

During the reporting period, DTCE started an initiative for empowering socially excluded groups to form women/mixed CCBs. CCBNs actively participated in identification of projects for women/mixed CCBs. DTCE released grant funding to 56 CCBs including 10 CCBs of female/marginalized groups in NWFP.

Table 4: Participants at capacity building workshop for marginalized CCBs

Province	Participants		
	Male	Female	Total
Sindh	133	43	176
Punjab	65	19	84
Balochistan	92	16	108
NWFP	40	20	60
<b>TOTALS</b>	<b>330</b>	<b>98</b>	<b>428</b>

**One Window Operation Cell**

In all 9 One Window Operation Cells (OWOs) were established, while 9 OWOs were activated. These cells became operational to provide facilitation to CCBs in registration and securing funding from the local governments. The One Window Operation Cell at Abbottabad facilitated 10 women/mixed CCBs in getting

project approval from the Budget Development Committee and the District Council for DTCE grant funding. These projects are in the pipeline for submission to DTCE.

**Capacity Building**

In order to undertake capacity building activities effectively, training guides and manuals were updated. Selected training materials and manuals were also translated in Sindhi language for undertaking training in the Sindh province. Training of Trainers (ToT) workshops were held in Faisalabad, Karachi and Lahore.

During the reporting period, PCM workshops were held for partner districts. The partner CSOs conducted PCM workshops in Punjab, Sindh and Balochistan.

Orientation workshops were held for marginalized and socially excluded female communities. The purpose of these workshops was to enhance the capacity of marginalized female community members particularly women belonging to minority groups to facilitate their participation in the development process and to include them in the decision making process.

Table 2: Master Trainers Trained for PCM

Province	Male	Female	Total
Punjab	27	18	45
Sindh	27	9	36
NWFP	3	2	5
Balochistan	8	0	8
<b>TOTALS</b>	<b>65</b>	<b>29</b>	<b>94</b>

Table 3: Countrywide PCM trainings

Description	No of CCBs participated	Participants			Total projects Developed
		Male	Female	Total	
Sindh	581	882	15	1032	561
Balochistan	150	276	14	290	124
Punjab	133	267	13	280	141
<b>TOTALS</b>	<b>864</b>	<b>1425</b>	<b>177</b>	<b>1603</b>	<b>826</b>



Consultation with female community at Haripur

# The Story of Sanam Fakir



# A Blood Bank for Zhob



It is hard to find a social group more excluded than transgenders, known as “hijras” in Pakistan and other South Asian countries. Discarded by their biological families, hijras usually form their “families” and communes and eke out their living through begging and dancing.

Sanam Fakeer<sup>1</sup> is a hijra born in Sukkur district in the house of a *Paish Imam*<sup>2</sup> (religious cleric). After the death of her father, her brothers and uncles forced her to leave home as her presence was considered stigmatizing to the family. Ever since she has lived with a hijra commune in Sukkur.

She is sensitive to livelihood vulnerabilities associated to the lifecycle of a hijra.

“As we age, it becomes difficult for us to earn our livelihoods through singing and dancing,” she says. Sanam believes that hijras need to break the social barriers if they aspire to a normal life and this can be achieved by ending their reliance on singing and dancing as a means of livelihood. For the purpose, she suggests imparting vocational skills to hijras. She earns her living through a small business of selling shawls that she started with the help of a small loan.



In order to facilitate other hijras, she has formed a Community Based Organization (CBO) and has undertaken a number of activities for the welfare of hijras and other socially excluded groups. As she learnt about the opportunity of funding for socially excluded groups available from DTCE, she formed a CCB and got it registered with the Community Development Department, Sukkur. As its first project, this CCB wants to open a vocational skills development center for hijras and women in her area. The proposal has been submitted to the district government and the Nazim of District Sukkur has ensured Sanam that required funds will be made available to her CCB soon. Sanam hopes that one day her vocational center will become a residential training facility that will help hijras from all over the country to learn new skills in order to live their lives with honour and dignity.

Until 2009, Zhob was perhaps the only district headquarter in the country where there was no blood bank. Serious patients lost lives because of unavailability of screened blood. This situation motivated a group of concerned community members to form a CCB to establish the first blood bank in the district. The District Council passed the project and it was submitted to DTCE for funding. After DTCE approved a grant of Rs.480,000 for the project, CCB representative formed a committee of about 45 members from all over the district for successful implementation and sustainability of the project.

The project was inaugurated by Mr. Abdul Khaliq Bashar Doost, Minister for Local Government, Government of Balochistan. The inauguration ceremony became an occasion for the community to commit donations for the project. Apart from 72 thousands in cash, the CCB received donations of furniture, a computer and signboards for the blood bank. During a week fifteen activist donated blood and the committee has started a membership campaign for the blood bank.



<sup>1</sup> Fakeer has a denotative meaning of a beggar in Sindhi and Urdu but its used in connotation of “a person very close to God and must be given respect”. The transgender are widely called Fakeers in Sindh to as they are historically perceived respectful.

<sup>2</sup> A religious leader of Muslims who leads in offering Namaz

# Citizen Community Board Network



Local network meeting at Mansehra

CCB Network is a citizen engagement forum that provides a platform for uniting communities of a district in order to promote cooperation, collaboration and experience sharing. CCBNs serve as an awareness raising mechanism for local communities of a district and point out institutional gaps that may exist. DTCE is striving to achieve: Building local capacity to create grass root level institutions; Developing linkages between Citizen Engagement Forums and other stakeholders; Mobilizing resources for capacity building and community based projects; and initiating collective efforts for solving problems and issues faced by local communities through advocacy and lobbying with local governments.

LFA Indicator	Overall		2009	
	Target till March 2010	Achievement till December 2009	Annual Target till March 2010	Achievement till December 2009
3.4. No. of DTCE partner districts In which CCB Networks established and made functional	27	18	45	45



Street pavement & sanitation Bara Hujra Sultanvas

Year 2009 witnessed considerable activity in CCBNs. New CCBNs were established in seven districts while existing CCBNs were re-activated. CCBNs continued supporting CCBs in the process of registration and particularly focused on supporting women in forming CCBs. No less than 400 CCBs submitted projects through CCBNs in response to an advertisement by the provincial government of Sindh.

CCBNs conducted meetings with other NGOs and formed coordination committees for resolution of funding issues and other problems faced by the civil society organizations. For the purpose, CCBNs also held meetings with tehsil and district governments and in many cases succeeded in having the much needed funds released.

### CCBN Achievements

In Pishin/Balochistan, new office of the CCBN was inaugurated and the campaign for Polio immunization in the area started from this office. The Pishin CCBN also played an important role in making the health centres functional in the district by ensuring supply of electricity

through advocacy with the district government. The CCBN offices were also established in districts Mastung and Zhob of Balochistan. CCB Network Tando Allahyar/Sindh developed its website. CCBNs also played an important role in identifying marginalized CCB groups for funding of projects. District Tharparkar and Tando Allahyar released funds to union councils for the first time.

CCB Network Badin/Sindh formed a "Corporate Social Responsibility Forum" comprising of most NGOs in the area. This forum will mobilize multinational oil and gas companies working in the district for supporting CCB projects. The forum will further enhance membership and facilitate community organizations in receiving support from multinational companies.

CCBNs played an active role in mobilizing CCBs and community members for participation in events held in favour of the Local Government System. The Network members also participated in all LG conventions held at the national and provincial levels. In Thatta district, 250 female CCB Network members/volunteers

participated in a rally taken out in support of the LG system. Roundtables, walks, and protest rallies were organized by CCBNs in support of the Local Government System. Different stakeholders, such as, CCBs, elected representatives, NGOs, Press and Bar Associations also participated in all activities.

### Training Activities

DTCE conducted three day training workshops for new CCBNs and two day long refresher trainings for existing CCBNs in 18 partner districts across Pakistan. These trainings were aimed at building capacity of these networks on advocacy, team building, conflict resolution, communication and leadership skills. The activities undertaken by the networks were also reviewed that gave participants a chance for experiential learning. In all 281 participants were trained.

# Press Clubs and Bar Associations



Provincial capacity building workshop of P&B at Karachi

The press clubs support DTCE in social advocacy at local level by publishing articles and success stories to create awareness about the strength of the local government system and the importance of citizen participation. Bar associations provide pro-bono legal support to the local communities on the issues related to registration, execution of projects and financial disbursements by the concerned local government department. They also support communities in filing law suits in relevant courts against the violation of provision of the Local Government Law.

LFA Indicator	Overall		2009	
	Target till March 2010	Achievement till December 2009	Annual Target till March 2010	Achievement till December 2009
3.2. No. of legal and advocacy support provided to CCBs in DTCE partner districts	CERTs held: 83 Participants: 2696 (F: 256)  80% of Issues filed resolved  LACs trained: 36 PCs trained: 46 Articles: 45	CERTs held: 104 Participants: 4194 (F: 314)  81.13% of Issues filed resolved LACs trained: 51 PCs trained: 73 Articles: 44	CERTs held: 21 Participants: 840(126)  80 percent of issues filed resolved LAC: 12 PAC: 10 Articles: 10	CERTs held: 42 Participants: 2104(F:149)  68 percent of issues filed resolved LAC: 30 PAC: 27 Articles: 14



Provincial capacity building workshop of P&B at Karachi

## District Bar Associations

DTCE and DBAs work closely to establish mechanisms through which community empowerment initiatives are supported. These mechanisms include Legal Aid Committee (LAC), Community Empowerment Desk (CED) and Community Empowerment Roundtables (CERT). LAC provides free legal assistance to CCBs and other beneficiaries specified in the MoU. So far 30 Legal Aid Committees have been formed. Community Empowerment Desks (CEDs) are set up within the premises of the District Courts in collaboration with DBAs to serve as facilitation point for stakeholders who seek free legal advice on issues relating to community empowerment components of the Local Government Ordinance 2001. Since 2006, 20 CEDs have been established across the country.

A Community Empowerment Roundtable (CERT) is a forum created within civil society that holds bimonthly meetings at the Community Empowerment Desks (CEDs). At a CERT, members of CCBs, Legal Aid Committee, Press Committee, local government officials and elected

representatives meet to discuss their concerns and resolve issues in a constructive manner.

In 2009, 42 CERTs were conducted in 20 districts across Pakistan attended by 2104 persons including 149 female CCB members, CCBN officials, legal aid committee members, press

committee members, CSOs, local government officials, monitoring committees' members and elected representatives. A total number of 51 issues were raised in CERTs. The future of the local government system was a key concern for all the stakeholders who attended the CERTs or approached the CERTs for legal assistance. Majority

## Public Interest Litigation at work

During the last year, active members of District Bars initiated legal process demanding district governments to comply with the Local Government Ordinance and denying funds to CCB projects.

On November 5, 2009, a legal notice was issued by the President, District Bar Association Makran at Turbat to the District Government Kech at Turbat. This legal notice was issued on behalf of SUNJ CCB based at Dasht.

The Chairman of SUNJ CCB submitted a project for installing hand pumps in Tehsil Dasht but this project was not approved at the council meeting. The legal notice demanded release of funds to the CCB in accordance with the Local Government Ordinance 2001.

On 23 November 2009, another legal notice was issued by the same DBA to the Tehsil Nazim Tump, District Kech stating that it was illegal on part of the government not to reserve 25% of its development budget for CCBs.



# Local Citizen Information Network (LCIN)

of the issues related to pending CCB projects and release of instalments to the CCBs.

## District Press Clubs

Active involvement of press clubs in promoting community empowerment at the local level is vital. After signing an MoU with DTCE, the District Press Club nominates a panel of journalists for the Press Committee (PC). Members of this committee are encouraged to cover the activities of the local government. Since 2006, 27 Press Committees have

## Direct Advocacy

On 8 December 2009, a Community Empowerment Roundtable (CERT) was held in Mirpurkhas attended by 19 members of CCBs. During the CERT, the issue of release of instalments for ongoing projects was raised by 7 CCBs. The members of these CCBs claimed that although their CCB projects had been properly approved and the first instalment had been released, the subsequent instalments were withheld without a valid reason. CCBN raised the issue with the District Coordinating Officer (DCO) and the matter was resolved. The second instalment of funds was later released and work resumed on the projects.

been formed. During 2009, District Press Clubs published 1180 news items and 14 articles on CCBs and Local Government system in the local and national newspapers.

## Capacity Building

DTCE held a series of 6 capacity building workshops for the members of Legal Aid Committees and Press Committees. In all, 30 Legal Aid Committees and 27 Press Committees were trained. Participants included 132 lawyers and 133 journalists. A manual titled "DTCE and District Press Clubs: Partners in Local Development" outlining the Press Club Programme of DTCE was published.



Group Work Session Capacity Building Workshop - Abbottabad

DTCE spearheaded an extensive nationwide advocacy campaign in support of the local government system. The objective of the campaign was to initiate a broad based dialogue, involving all stakeholders on the Local Government System.

Through LCIN, DTCE works closely with national and local media to broaden the debate on the local government system, highlight its achievements and empower citizens to make local governments accountable. DTCE makes extensive use of print and electronic media for the purpose. As DTCE reviewed its Social Communication Strategy, it was felt that this programme component should focus its activities at the national level in order to support national media

on covering issues related to local government effectively. This programme component undertook its activities in the light of the revised Social Communication strategy with focused approach on initiating a national dialogue on the future of local government system.

The national advocacy campaign included local as well as national television channels. Six programmes were recorded with Aaj TV in "Live with Talat". Each

LFA Indicator	Overall		2009	
	Target till March 2010	Achievement till December 2009	Annual Target till March 2010	Achievement till December 2009
3.3. No. of Social Communication and LCIN Campaigns at national and local level	LCIN Programmes: 30 National campaign: 106 Documentary films: 10	LCIN Programmes: 70 National campaign: 119 Documentary films: 10	LCIN Programmes: 6 National Campaign: 6 Documentary Films: 3	LCIN Programmes: 28 National Campaign: 13 Documentary Films: 3





# Police Community Relations Programme

programme consisted of four panelists. The main themes included law and order, judiciary, health, corruption and education (2 programmes). Other programmes on Aaj TV included "Local Government Special", "Islamabad Tonight" and "Bolta Pakistan". Thirteen programmes were aired on CNBC. These programmes included "Doosra Pehlu" (7 programmes) and "Awam ki Awaz" (6 programmes). Five programmes were telecasted on Dawn TV in In Focus. A regional programme was launched on Rohi TV. Other channels that carried out exclusive programmes on the issue of local government system include Geo and PTV.

During the period, DTCE's newsletter (10th issue) titled

Awam Ki Awaz was finalized, printed and disseminated. Communication materials including Yearly Calendar, Annual Planner, DTCE Greeting Cards and Brochure on IME system were developed, printed and circulated. DTCE recorded three documentaries on CCB success stories and one on proceedings of District Account Committee in Khushab. DTCE prepared a directory of media professionals in order to support its activities aimed at media advocacy. It also prepared a Corporate Identity Kit to strengthen its corporate identity.



As Pakistan's security challenges become acute, there is a growing realization of the need to close the gap between the citizens and the state on service delivery in terms of public safety. This can be best achieved by engaging community in local Policing and making Police answerable to the community. DTCE's piloted initiative in four districts provides for capacity development of police communities and elected local government officials to achieve greater police responsiveness, transparency, public accountability, and access to justice.



**Capacity Building of Police and proactive citizens groups**  
DTCE organized capacity programme for police officials and Union Public Safety Committees (UPSCs), groups of proactive

citizens responsible to ensure effective accountability of the police system as well as, periodic performance review and oversight by the community. During the last year 83 UPSCs were formed and trained.

**Manual on Police Community Relations Program**  
As part of its capacity building initiative, DTCE prepared a manual with the aim of building capacities of different stakeholders on important aspects of Police



Participants of police orientation programme at Lasbela



Open community consultation forum at Haripur

Reforms, which have been introduced by the Government of Pakistan in recent years. The intended readers of this manual include elected representatives, police officers, local interest groups and citizens wishing to become more involved in the effort to improve local public safety conditions. The manual is organized in the form of a step-by-step set of instructions for replicating the PCRIP in any other settings in Pakistan.

### Police Station Monitoring System (PSMS)

The vision for Police Station Monitoring System (PSMS) is to provide state-of-the-art software for managing police stations in an efficient and effective manner. This system consists of four modules, i.e., Crime Statistics Module, Police station Basic Information Module, Personnel Profile Module and Transfers & Postings Module. It provides complete, accurate, reliable and appropriate information on registered crime, status of investigations and human resource of the district police. This information enables the management to undertake

speedy analysis in identifying crime pockets, changing trends in nature of crime during the course of a year and beyond, times when crimes are likely to occur, the modus operandi of various criminal gangs operating in particular areas, etc. The system were installed/ reactivated in the offices of DPO Khairpur and Lasbela this year.

In order to build capacity of the Police on making effective and sustainable use of the system, training of police staff was carried in the two districts. Twenty police personnel (16 male and 4 female) were nominated by District Police Officer (DPOs) for training. Training was carried out with the following objectives:

- Eliminate the reliance of police on paper based information system
- Establish an information system that contains complete, accurate, reliable, timely and appropriate information
- Provide the opportunity to improve on current business processes
- Improve communication by sharing consistent information vertically, from police station to SDPO, DPO offices, and horizontally, among police

stations

### Khulli Katcheris

'Khulli Katcheris' are large, open public gatherings where local citizens, notables, members of civil society, and elected local government representatives are invited to hold frank discussions on their public safety concerns. These meetings, it is hoped, will eventually dispel any negative perceptions, biases, and misunderstandings that still exist between law enforcement agencies and the citizenry, and build a mutually beneficial relationship. The people table their issues, concerns, complaints and queries in a candid and open environment. During the reporting period, Khuli Katchehris could not be held due to security concerns.

### Institutional Support Mechanism

DTCE administered a survey in different police stations of district Lasbela to analyze the salaries of police personnel and their personal expenditures to revise institutional support mechanism. The study also tried to dig out the nature and quantum of expenses in police stations that were not

covered officially.

### Diagnostic Questionnaire of Public Perceptions

A diagnostic questionnaire was prepared to gauge public perceptions of police staff, mapping their changing attitudes and improvements in their perceptions of police performance over time. The moderators and facilitators of the partner CSOs administered the questionnaires to citizens in District Haripur. Analysis of the data reveals that 60% people are of the opinion that citizens' perception about the

police is an important indicator of police performance; 67 % are of the view that police accountability to public is very important; more than 50 % are satisfied with police performance; more than 40 % understands that police is accountable to District Public Safety and Police Complaint Commission whereas 42 % are of the opinion that UPSCs are active in the District.

### Public Safety Awareness Campaign

Provincial Police Officer Balochistan issued a Code of Conduct in order to regulate Police practices in accordance

with the Police Order 2002. DTCE printed the code in the form of a poster and disseminated it on a large scale. The posters have been displayed in all offices of Police and local Governments as well as Press Clubs and Bar Associations at provincial and district levels. The poster contains information on statutory powers of police officers to stop and search, searching a private premises by police officers and the seizure of property found by police officers on persons or premises, detention, treatment and questioning of suspected persons by police officers and the identification of persons by police officers.

### Mainstreaming Gender in non-traditional roles

Lasbela District police comprises around 1800 personnel including two female police constables, who were recruited in 1995. In April 2007, the need was highlighted for inducting more women into the Police. In order to achieve this goal, DTCE supported a comprehensive recruitment campaign in the district that involved motivational lectures at women's colleges and computer institutes by social representatives and the families of police officers. As a result of this campaign, eleven women have joined the Police force in the district as constables so far. Four of the new recruits were trained by DTCE to work as data entry operators in PSMS at DPO office while the rest are working in the offices of DPO, SDPO Hub, and SP Investigation.



Training of Police Officials on PSMS in Lasbela

# Village and Neighbourhood Councils (V&NCs)



V&NC elections at Vehari

Village and Neighbourhood Councils are elected bodies formed through elections at village and neighbourhood level to develop and maintain municipal and community welfare facilities through citizen participation and local voluntary contributions. DTCE has extended financial support to V&NCs, while V&NCs have also generated some local resources to facilitate their activities aimed at community welfare and development.

Since the launch of the programme 951 V&NCs have been elected in 19 partner districts.

In October 2009, a quantitative study was undertaken in seven DTCE's partner districts in Pakistan to understand and assess the dynamics of V&NCs functionality. The study was not only explanatory but also diagnostic in nature and established an effective role of V&NCs in enhancing the satisfaction level of people in terms of essential services including street cleaning, installing and maintaining street lights, and improving law and order situation in the village. The study found that approval rating, effectiveness, interaction, and efficacy of V&NCs were much higher than any other political institution in the overall service delivery paradigm at local level. The study recommended the

expansion of V&NCs in other parts of Pakistan and proposed that this institution should concentrate on street cleaning, street light, garbage disposal from village, and appointment of village guards while leaving out promotion of CCBs. In terms of sustainability of V&NCs, the study recommended that local community and V&NCs members should be mobilized in support of V&NCs and financial and physical support should be sought from the local community to ensure their continuation in future. Moreover, they should be made sustainable through support and mobilization from the local community along with support from DTCE.

Based on the key findings of the study, field experience in supporting V&NCs across Pakistan, as well as internal discussion with field teams about the future of V&NCs, DTCE has evolved a

revised model for implementation of V&NCs program while adopting a focused approach for institutionalizing municipal service, public safety and local governance through the institution of V&NC.

According to the revised municipal service, public safety and local governance model, all V&NCs in a union council will form two bodies namely:

- i. Union Public Safety Committee

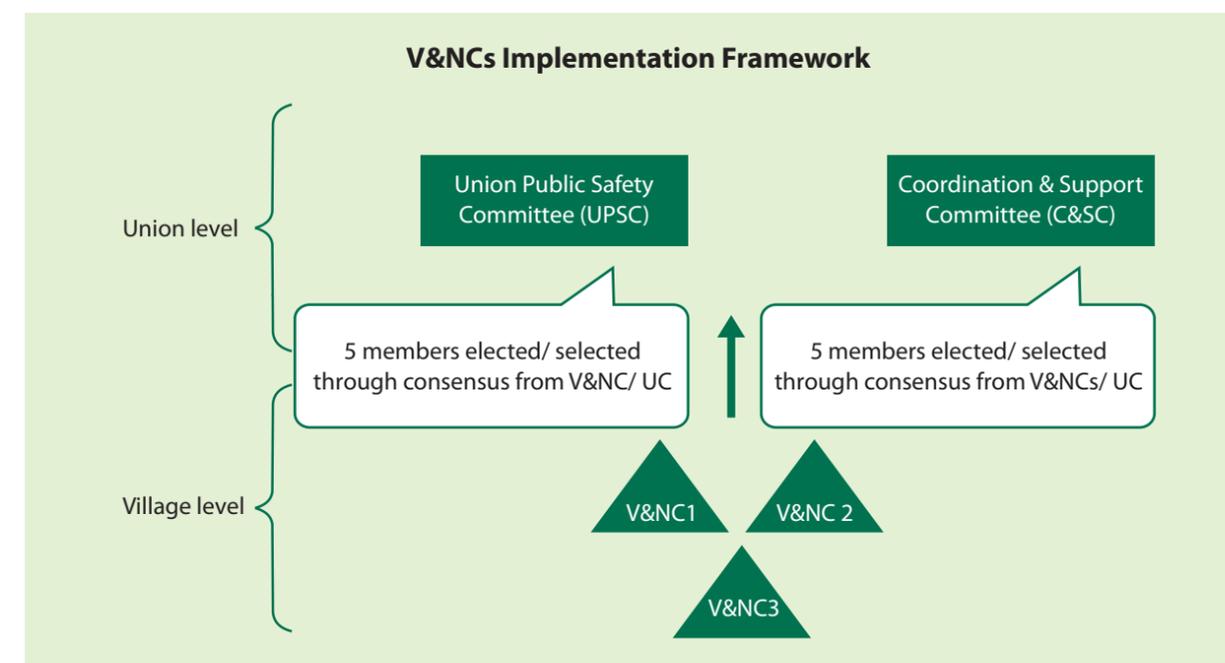
(UPSC) with the objective to improve upon public safety in coordination with the local police.

- ii. V&NC Coordination and Support Committee (C&SC) for overseeing, monitoring and facilitation of the V&NCs in its respective Union for the availability of municipal service and governance at local level.

Under the new model, a fund called Democratic Citizens Fund

(DCF) would be created by V&NCs with the community contribution. Each V&NC shall contribute a minimum sum of Rs. 2000 per month for UPSC and Rs.1000 per month for C&SC respectively in the name of DCF. One of the basic principles of DTCE's support to V&NCs will be creation of DCF. For that purpose institutional support mechanism of DTCE will be linked with the resource generation capacity of V&NCs both in cash and kind.

LFA Indicator	Overall		2009	
	Target till March 2010	Achievement till December 2009	Annual Target till March 2010	Achievement till December 2009
3.7. No. of UCs in DTCE partner districts in which V&NCs established and made functional	68	65	3	0



# Local Councils Associations



The Local councils associations (LCAs) provide a platform to elected representatives to raise their voices and to establish and maintain liaison with the Provincial and Federal Governments. The association is a mechanism for sharing good practices and knowledge, reaching consensus, representing members' needs and strategizing on common issues in a systematic manner. DTCE promotes formation of LCAs in all provinces of Pakistan and provides them technical support. These associations are representative bodies of their respective provinces and are registered under the Societies Act of 1860.



Local government convention at Islamabad

LFA Indicator	Overall		2009	
	Target till March 2010	Achievement till December 2009	Annual Target till March 2010	Achievement till December 2009
3.5. Local Government Associations (LGAs) established and made functional in Province(s)	1	2	1	2

Formation of LCAs is a five step process that starts with initial orientation to key stakeholders. Orientation meetings are held at the district level and are participated by the District, Tehsil/Town and Union Council nazims. Members of the civil society are also invited to the event.

In the next stage orientation is provided to the members of the Union Council who nominate delegates. The next step involves election of Tehsil Local Council (TLC) members and convenor at the Tehsil Assembly. Tehsil Assembly includes all Union Council Delegates, representatives from the Tehsil Council and Union

Council Secretaries.

After that, district assembly holds elections for District Local Councils (DLCs). This assembly involves all TLCs, representatives from the District Council and CCBs representatives. In the final stage, provincial assembly holds a founding convention that involves

all DLC members. At this convention, elections are held for members of BoGs and Executive Committee. Constitution, policies and one year work plan is presented and approved at this convention.

During the reporting period, LCAs were formed in two additional provinces namely Balochistan and Sindh, while formation process of LCAs, which had already started, was facilitated and completed in NWFP and partnership was developed with the already formed LCAs in Punjab. MoUs were signed with all the four LCAs and steps were taken to form a Federal Local Councils Association.

In 2009, Local Councils Associations hosted a string of Jeeway Pakistan Conventions across the country in which all stakeholders were invited to discuss the Local Government System. Members of press committees and legal aid committees were also invited to share their views on the present LG system and weigh its pros and cons. Apart from elected representatives of local governments and civil society organizations, representatives of almost all political parties joined

the conventions. The notion of reviving the Local Government System of 1979 and the idea of appointing administrators was strongly dispelled by lawyers and journalists participating in the conventions. A resolution for keeping the present local government system and holding local government elections immediately was passed during every convention.

Through the Local Councils Conventions, LCAs were able to form strong linkages with civil society organizations including press clubs and bar associations. Civil society organizations participated in these conventions in large numbers and extended their full support to LCAs. At Islamabad convention, civil society organizations passed their own resolution, supporting local governments.

LCAs also formed links with international organizations representing local governments. These organizations include Local Government Association of England and Wales that represents 400 councils, Common Wealth Local Government Forum (CLGF) and Federation of Canadian Municipalities (FCM). These

organizations issued statements in support of the efforts made by the LCAs for strengthening the local governments in Pakistan.

Sarhad Local Council Association filed a writ petition in the Peshawar High Court against freezing of local governments' development funds. A major achievement was gained when provincial government announced to release the fund before the High Court verdict.

The first convention was held in Islamabad. Thereafter, similar conventions were held in Karachi, Quetta, Hyderabad, Abbottabad, Sukkur, Lahore and Haripur. Almost all leading political parties participated in these conventions. 11855 people participated in these conventions, of which 1540 were women.



Local government convention at Lahore

# Special Initiative Post Conflict Reconstruction in Buner



Water supply project at Sultanvas

DTCE, in November 2009, introduced its community engagement model for post conflict reconstruction and rehabilitation of village Sultanvas and produced tangible results on ground. Besides training the village Jirga in conflict resolution and project cycle management, 20 local development projects pertaining to water supply, sanitation and street pavement were executed in collaboration with district government and local communities benefitting 367 families of the village.



A view of destruction at village Sultanvas

Located in District Buner, NWFP province, Sultanvas is a sleepy village of five thousand residents. In April 2009, Sultanvas suddenly found a place in news reports as Pakistan Army fought pitched battles with Taliban in and around the village. The village had been captured by the Taliban who threw out most of its residents and used the village as a stronghold for attacking neighbouring towns and villages in the district. Though the military operation was a success, as it eliminated most Taliban from the area, the battle for Sultanvas turned the village into a pile of rubble where normal community life appeared like a distant dream. Out of 500 houses, 450 were completely destroyed while

remaining 50 houses were also badly damaged. All communal facilities including water supply schemes, street pavements, and sanitation facilities were also wiped out.

After the defeat of Taliban in the Malakand area, village Sultanvas is returning to normalcy. Most residents have arrived back and are busy in a heroic struggle to rebuild their lives brick by brick. In response to the emerging needs of the area, DTCE began its community empowerment model in village Sultanvas to undertake post conflict reconstruction and rehabilitation initiatives on pilot basis. DTCE entered into partnership with the District Administration Buner in September, 2009 and signed MoU with the administration on following objectives:

- Engaging local communities in identification and prioritization of local needs.
- Building capacities of district administration and local traditional institutions in post conflict reconstruction and rehabilitation.
- Encouraging community engagement in project execution and monitoring. Providing financial assistance for

execution of community identified projects.

Through this initiative, the existing community organizations were revitalized and supported to form village and neighbourhood groups that participated fully in execution and monitoring of community identified projects while DTCE provided the financial (seed money) and technical assistance. This ensured ownership and sustainability of these micro-infrastructure projects by the community.

DTCE established One Window Operations (OWO) in the DCO office Buner. This is the main liaison office meant to effectively coordinate the reconstruction effort, provide information and distribute programme and advocacy materials. Currently services of one sub-engineer to prepare technical estimates of projects and one Community Development Specialist to undertake mobilization are available in OWO.

## Capacity Building of Village Jirga

Parallel to this, DTCE has also trained the village Jirga which is

an informal institution representing all the major tribes of the areas, that make decisions on behalf of the community/village. Their role under this programme is to identify, execute and monitor the reconstruction activities in the village.

DTCE undertook a two day long extensive training programme for Village Jirga on October 1-2, 2009 in Islamabad. The main objective of the training was to provide orientation to the Jirga members about their role in development of the Sultanvas village. It was an interactive training program in which information about conflict resolution, project cycle management and monitoring were shared with the participants and they were sensitized on a number of post conflict development issues. The Jirga is in the process of getting itself registered as a CBO in order to take a lead in future development of the village.

## Funding to Development Projects

For approval of the development projects identified by the village Jirga, District Government Buner notified a project Approval

Committee. The project approval committee has been actively engaged in timely approval of projects identified by village Jirga and so far collectively 20 development projects, including 13 water supply schemes, 5 community pit dry latrines and 2 street pavement and sanitation projects have been approved. Of these, 11 projects have been completed. The 7 drinking water supply schemes that have been completed serve 1060 individuals in 152 households. The street pavement benefits 1365 villagers in 195 households while community pit dry latrine serve 144 in 20 families.

Successful demonstration of DTCE's programme in village Sultanvas has encouraged the organization to expand the programme in the entire Malakand Division starting from year 2010. In fact, initial work for developing partnerships with seven districts of Malakand has already begun. These districts include Upper and Lower Dir, Shangla, Chitral, Swat, Buner and Malakand. The total population of these districts is 5.6 million.

# Social Audit



Field training of social audit enumerators at Lahore

The Social Audit survey planned for 2009/10 is the third iteration; the earlier ones were conducted in years 2001/02 (baseline) and 2004/05. Hence, the purpose of this survey is two-fold, i.e., comparability with the previous audits as well as taking into account new realities and context.

## Methodology/Sampling

It is generally recommended that for surveys where the objective is to measure changes over time, the methodology should not be changed but improvements must be carried out. The qualitative instruments have been refined to give meanings to the empirical evidence through Generative Mechanism. Quantitative instruments comprise of Household Questionnaire and Community Profile while

Qualitative tools include In-depth Interview, Focus Group Discussions and Key Informant Interviews. The sample size of 12000 households has been determined with a margin of error around 5% and 95% level of significance. This sample will be representative at the provincial and national levels. The survey will be conducted in 21 districts across the country.

## Implementation Arrangements

Previous cycles of social audit were undertaken by an international firm M/S. CIET which, did not provide much opportunity for capacity building of local institutions in the country. This lacunae was adequately realized by all stakeholders and it was decided to conduct the 2009/10 audit through indigenous resources to build the capacity of and provide institutional support to national institutions.

## Quality Check

To ensure that the entire social audit process has been conducted with highest standards of integrity, reliability, transparency, efficiency and

competence, different quality checks have been built into the process.

- Peer Review Group--an 11 member committee comprising of development practitioners, academia and provincial local government officials have been formed to review every aspect of the social audit.
- DTCE's role in the social audit is strictly confined to providing logistical and administrative support to the social audit partners.
- The survey instruments would be finalized in consultation with the Deans and Heads of Departments of the six selected universities.

Further quality checks are discussed under 'Progress' below.

## Progress

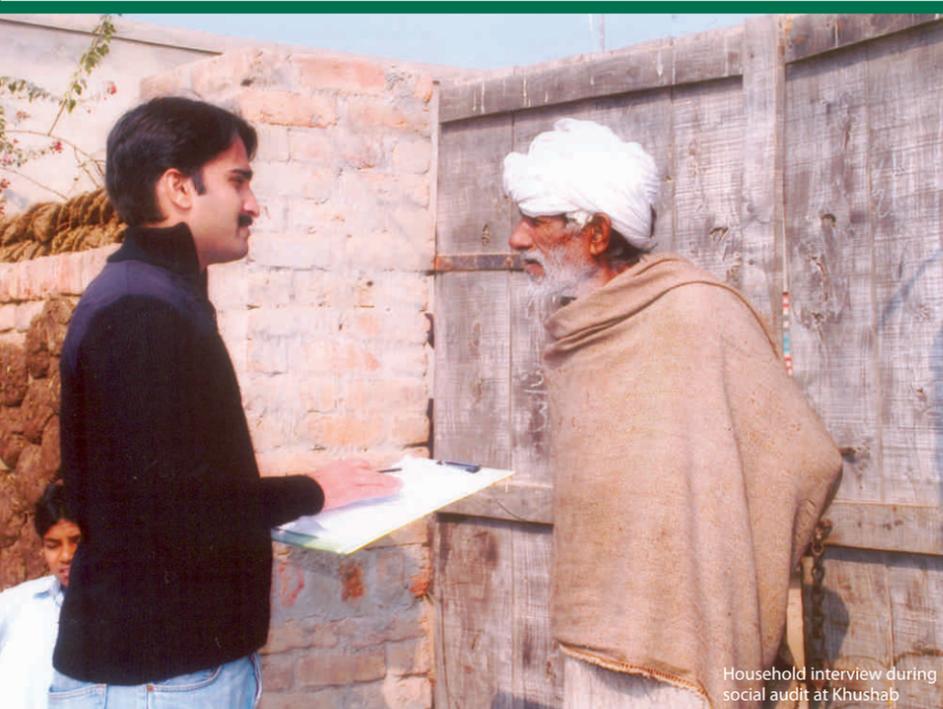
- A team of seasoned professionals (the Team) with relevant experience in undertaking social researches and surveys has been brought on board to spearhead the social audit. The team is led by a Team Leader.

- The team has developed the methodology (sample size and frame) and evolved the implementation arrangements for the social audit 2009/10. The team also developed 13 survey instruments, both quantitative and qualitative, for the study with due regard to comparability, reliability, and consistency.
- Presentations on the social audit processes were made to the donors on December 17, 2009 and again to the joint session of Peer Review Group and Donors on 24 December 2009. The issues discussed in these meetings were addressed and the social audit process was subsequently endorsed by the Peer Review Group.
- The team has selected six public sector universities (Universities of Punjab, Sargodha, Balochistan, Karachi, Jamshoro and Institute of Management Sciences, for data collection from the field. Memorandum of Understanding has been signed with all the universities.
- Survey instruments have

been finalized in line with the Quality Check explained above.

- The team conducted Training of Trainers on January 8 and 9, 2010 in Islamabad. Subsequently, training of enumerators and field supervisors was conducted by the Master Trainers during the 2nd week of January 2010.
- Selection of organizations for data entry and field verification/validation is currently underway.
- By the time this report is printed, data collection would have commenced.

The social audit is scheduled to be completed by end March 2010.



Household interview during social audit at Khushab

# Information Monitoring and Evaluation



Capacity building of IME CSO at Mirpurkhas

The Information, Monitoring and Evaluation Unit of DTCE continued to provide quality feedback on the overall program delivery. The following additional tasks were performed by the IME team during the year 2009:

## Preparation of District-wise Monitoring Reports for all 37 districts

These monitoring reports contain component-wise snapshots of results against the indicators extracted from LFA among others. Each program component is addressed in a separate section for the sake of measurability as well as clarity. Three sets of these

reports for the period ending 31st March 2009, 30th June 2009 and 30th September 2009 were prepared. The compilation of fourth and the last set for the period ending 31st December 2009 is in progress.

## CEIMS Modules Development

Following components of CEIMS

were developed in the reported year:

- Press Club Quarterly Report
- Bar Association Quarterly Report
- Community Empowerment Roundtable Report
- LFA-based District Monitoring Report
- Monthly Progress Report

## Data Entry in CEIMS

Being a contract management organization and working in partnership with a wide range of stakeholders, DTCE has strong reliance on the IME system. The IME team undertook data entry of 38 partner districts pertaining to programme implementation. This included, inter alia, 7294 CCB Registrations; 5820 CCB Projects details; 58 PCM Capacity Building Evaluation Reports; and 04 CCBN Election Reports. CEIMS information played an important role in authenticating DTCE intervention in the field and supporting the decision making process at the headquarter level.

## Website Updates and Additions at Regular Intervals

The new version of DTCE website has been uploaded after careful redesigning and testing of the website. Frequent updates are a regular part of DTCE's website maintenance system which is being continuously carried out.

## Staff Capacity Development

- Network Infrastructure training on different products including CISCO and Microsoft was attended by the Network Management Team of the IME department. The 16 week training included courseware from CCNA, MCSE, MS Exchange Server and MS ISA Server.
- Domino Server 8.5 Administration Training was attended by the Network Administrator for better management of operational servers.
- A Three-Day Training on Monitoring, Evaluation and Learning Systems at SEDC, LUMS was attended by three

members of the IME team.

## IME CSO Selection and Training

IME Staff members visited 10 target districts where they identified and trained 13 CSOs for engaging with DTCE as monitoring partners. The districts along with the number of freshly selected CSOs are as follows:

## Preparation of IME Brochure

It provides for easy understanding of the IME systems at work in the organization.

## Preparation of DTCE Life Cycle Report

The report was prepared to analyze the history of performance achieved in various partner districts during various phases of DTCE's operations.

## GIS Mapping

The process of acquisition and digitization of maps from all districts, tehsils and Union Councils of Pakistan is in progress.



Monitoring visit of UNDP mission at village Sultanvas

# Financial Implementation

A consortium of cost-sharing donors which includes, CIDA, DFID NORAD, SDC, UNDP and USAID has been supporting the operationalization of DTCE's community empowerment model under the auspices of the UNDP NEX Project, "Support to DTCE." The project has an approved estimated cost of US\$ 52.585 million. DFID pledged £16 million (US\$ 28 million) to support the up-scaling of DTCE citizen participation and community empowerment campaigns in the

partner districts.

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

US\$ 4.254 million was available to DTCE during the year 2009 for its program activities. The overall delivery in terms of expenditure stands at US\$ 3.642 million, which comes to almost 85.60% utilization of funds. Of the overall expenditure, programming cost accounts for 90.76% at the project

level which is primarily related to DTCE program components. 4.47% direct expenditure by the Country Office on program and facilities while 4.77% of the overall budget execution was related to administrative cost.

DTCE funds as of December 31, 2008										
Donor	Year									Total (US\$)
	2003	2004	2005	2006	2007	2008	2009	2010	2011	
UNDP	-	1,466,842	499,821	556,595	500,253	361,002	204,000	-	-	3,588,513
CIDA	275,442	219,580	-	-	-	-	-	-	-	495,022
NORAD	-	59,359	1,592,293	1,361,610	1,220,894	478,968	970,618	1,083,117	-	6,766,859
SDC	-	489,693	78,750	350,736	-	-	310,000	47,750	-	1,276,929
USAID	-	1,705,921	949,939	344,140	-	-	-	-	-	3,000,000
DFID	-	-	1,954,157	3,193,329	4,939,274	1,753,341	2,769,892	13,194,323	9,653,381	37,457,697
<b>Total</b>	<b>275,442</b>	<b>3,941,395</b>	<b>5,074,960</b>	<b>5,806,410</b>	<b>6,660,421</b>	<b>2,593,311</b>	<b>4,254,510</b>	<b>14,325,190</b>	<b>9,653,381</b>	<b>52,585,020</b>

Table 6: CCB Funds



A view of community farming at Haripur

# Challenges

The overall environment remained challenging for the local governments as newly elected government decided to revisit the Local Government Ordinance 2001 and almost stopped funding for all tiers of local governments specially in Punjab. Development projects were mainly implemented through government officials, rather than elected representatives of the local governments. However, during the month of June 2009, District Governments, Town/Tehsil/Taluka administration and Union Councils approved their annual budgets and allocated 25 percent share for CCB projects out of the development budget.

With the change in governments in the country, the District Government passed through political and administrative changes as a large number of officials of the district governments were transferred and new officials joined the district and tehsil offices

Cognizant of changes that had occurred at three tiers of government, i.e. federal, provincial and local, DTCE reviewed its program in the light of the ground assessments and revised the implementation strategy and plans. DTCE reactivated its field operations in April, 2009 after a gap of sixteen months. Officials and elected representatives of the Local Government as well as officials of the District Government welcomed resumption of DTCE activities.

Security remained a serious concern for DTCE as well, but organization was able to move ahead with its programme implementation without any problem. In fact, it was able to start a new intervention in an area of NWFP seriously harmed by insurgency.

Advocating for continuation of the system, DTCE is of the view that a process of consultation is required in order to identify areas of improvement in the local government system and find new directions. The changes made in the local government system need to be based on public interest and not on corporate interests of any group of civil servants or politicians. Most important of all, the changes in the system should be based on the contours of the Constitution of Pakistan and aspirations of the people.

An important pillar of DTCE's advocacy with the provinces is the need for institutionalizing citizen engagement component of the local government. While LGO 2001 has a specific chapter on citizen engagement, the same is not known as the provincial governments are still in the process of developing their respective local government acts. DTCE's position is that there should be an effective citizen engagement mechanism built in the provincial local government acts

# The Way Forward



Street pavement project at Haripur

As provinces move to form new laws in order to take charge of local governments, it is apparent that there is a serious need of knowledge and experience sharing to support the process of policy formulation. DTCE feels that it has important role to play in this regard as it can share its experience of working in 38 districts of the country and findings of the research studies that have been carried out so far with the provincial governments. DTCE has tried to fill this gap through policy advocacy, not only engaging directly with the provincial governments but also extending the debate through national media.

**D**TCE has maintained strong formal and informal linkages and interaction with the local government departments in all four provinces and it has received strong assurance from the provincial governments that they want to work with the organization. DTCE

has received letters of intent from the four provincial governments to this effect while the Punjab government has specified certain areas where they want support from DTCE. DTCE looks forward to working closely with the provincial governments in this period of transition in order to ensure that

the provincial laws have a strong citizen participation component. DTCE feels that it has evolved a dynamic model of citizen participation that is flexible enough to deliver no matter what form the local government takes.

The process of formalizing relationship with provinces in the new policy environment has already begun:

MoU signed between the Government of Sindh and DTCE, MoU has been finalized and sent to the Government of Punjab for signing, MoU between Government of NWFP and DTCE is being finalized, and MoU between Government of Balochistan and DTCE is being finalized

In order to support provincial governments, DTCE intends to establish a local government

resource centre. It will provide support to provincial governments in preparation of subordinate rules and regulations. DTCE also wants to continue its policy advocacy at provincial level through consultative workshops, seminars and conferences.

Since it is envisaged that new community based institutions will emerge as a result of the new provincial local government laws, replacing or in addition to CCBs, DTCE intends to support formation and promotion of these institutions in order to strengthen citizen participation component in the local government systems. It plans to further strengthen community networks including CCBNs and Village and Neighbourhood Councils. It also intends to promote and facilitate community organizations and networks of female and socially excluded groups.

As law and order plays an important role in equitable development, DTCE will strengthen its police community relations programme in existing pilot districts and expand it to bordering districts of NWFP and Balochistan. DTCE will form linkages with Democratic Citizen

Liaison Committees, organize police orientation programmes and computerize police system at district level. It will also organize community consultation forums and provide performance based incentive support to Police.

DTCE has proved efficacy of its model in Sultanvas, an area in the Buner district of NWFP destroyed due to conflict. This project shows how DTCE, through its flexible and tested models, can help communities in various social, cultural and geographical settings rebuild their lives and take charge of their destinies. In the next year, DTCE intends to sign MoU with seven districts of Malakand Division and replicate its work throughout the troubled region. For the purpose, village based citizen groups and networks will be formed and one window operations will be established at the district level. Citizen feed back database will be set up to monitor R&R services. The rule of law in these areas will be supported through legal empowerment of communities through legal and paralegal resources.

Keeping the momentum of engagement with Bar Associations, community

lawyering will be developed and legal awareness and capacity development campaign will be launched in affected districts of Malakand Division. DTCE will support press clubs in launching a citizen entitlement awareness campaign.

Local councils became functional in all provinces last year. These associations will be realigned in light of revised legal government structures and DTCE will facilitate formation and registration of a national body. DTCE intends to reach out to the masses through establishment of interactive response centres and it will develop citizen database for the purpose. DTCE intends to further strengthen its IME department in terms of human resource, business processes, action planning and research. It will install PSMS in bordering districts of NWFP and Balochistan. In the new year, social audit cycle 2009/10 will be completed. DTCE will support universities for institutionalizing of social audit and the social audit reports will be disseminated at national and provincial levels.



Community based sanitation project at Sultanvas

# Annex

## Project Annual Review Report

Activities	Program Component	Status
<b>1.1. Capacity of all stakeholders and partners developed to ensure successful implementation and sustainability of DTCE</b>		
<b>1.1.1. Ground assessments conducted including Stakeholders Social Capacity Assessment, Administrative Assessment of Local Council, and Essential Action Assessment for citizens Participation and Community Development</b>		
1.1.1.1. Capacity Assessment of potential provincial government institutions on local governance	LFA Output 4	<ul style="list-style-type: none"> <li>Consultative meetings were held with all four provincial LG Depts.</li> <li>Consolidated Project proposal for all four provinces was prepared for provincial engagement.</li> </ul>
1.1.1.2. Implementation of the recommendations of the assessment report(s)	LFA Output 4	<p><b>Sindh:</b></p> <ul style="list-style-type: none"> <li>MoU signed with the LG Dept. of Sindh.</li> <li>Establishment of Technical Resource Center at the LG Dept. is in progress</li> </ul> <p><b>Balochistan:</b></p> <ul style="list-style-type: none"> <li>Prior to signing of the MoU, the Secretary Local Government Dept. requested DTCE to develop the Concept Paper on DTCE support to the local governments in the province. Concept Paper submitted for review.</li> </ul> <p><b>Punjab:</b></p> <ul style="list-style-type: none"> <li>MoU submitted to LG Dept. for signature.</li> </ul> <p><b>NWFP:</b></p> <ul style="list-style-type: none"> <li>MoU is being revised on the recommendations of the LG Dept.. DTCE is expected to extend support to PHED for computerized databases on citizen engagement.</li> </ul>
1.1.1.3. Situation analysis at provincial level for formation of Local Government Associations	LFA Output 4	<ul style="list-style-type: none"> <li>Consultative meetings were held with the elected representatives of local governments in all four provinces.</li> <li>Consultative meetings were held with the existing Local Councils Associations in Punjab and NWFP.</li> </ul>
1.1.1.4. Assessment for building linkages and synergies with local governance programmes and projects in partner districts, including the UNDP governance projects	LFA Output 4	<ul style="list-style-type: none"> <li>Based on assessment through formal meetings and informal interactions, the following synergies and linkages were developed: <ul style="list-style-type: none"> <li>Linkages developed between DTCE and development partners, such as, PATTAN, FAFEN, AF, LFP, Researchers, OXFAM, NCRD, etc.</li> </ul> </li> <li>Support provided to Gender Based Governance Program (IDPs) and CESSD (LCAs) in NWFP</li> </ul>
<b>1.1.1.5. Empirical assessment to develop research based monitoring and implementation framework for V&amp;NCs' functionality and effectiveness</b>		
1.1.1.5.1. Empirical analysis and surveys of the existing V&NCs on the basis of pre and post V&NCs functionality in the partner districts	LFA Output 3	<ul style="list-style-type: none"> <li>A quantitatively rigorous V&amp;NCs study comprising seven districts in all four provinces was undertaken by independent consultant and report finalized.</li> </ul>
1.1.1.5.2. Recommendations for improvement and functioning of the existing and new V&NCs in the partner districts	LFA Output 3	<ul style="list-style-type: none"> <li>Based on the recommendations of the study V&amp;NC implementation framework revised and implemented.</li> </ul>
1.1.1.5.3. Development of result based monitoring framework for V&NCs and its integration with DTCE IME system	LFA Output 3	<ul style="list-style-type: none"> <li>An in-built result-based monitoring framework developed.</li> </ul>
1.1.1.5.4. Formation of V&NCs in one union council each in six partner districts identified and reactivation of V&NCs already formed	LFA Output 3	<ul style="list-style-type: none"> <li>The revised model will be implemented at the tehsil level in the partner districts in the next program year.</li> </ul>

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<b>1.1.2. Capacity of LGs (District, Tehsil, &amp; Union Council) &amp; other CSOs/private sector organizations developed to provide technical assistance to the CCBs &amp; other partners at village, union and tehsil levels in the area of eligibility, monitoring &amp; project accounting &amp; auditing</b>		
<b>1.1.2.1. Signing/renewal of partnerships (MOUs) with the following existing districts including tehsils and unions for building their capacities for promotion of citizens engagement</b>		
1.1.2.1.1. Institutional Support to execute work plans for utilization of CCB budget, projects approval, exclusive classification and technical assistance in 12 partner districts of NWFP	LFA Output 2	<ul style="list-style-type: none"> <li>Institutional support provided to 12 districts of NWFP</li> </ul>
1.1.2.1.2. Institutional Support to execute work plans for utilization of CCB budget, projects approval, exclusive classification and technical assistance in 7 partner districts of Sindh	LFA Output 2	<ul style="list-style-type: none"> <li>Institutional support provided to 07 districts of Sindh</li> </ul>
1.1.2.1.3. Institutional Support to execute work plans for utilization of CCB budget, projects approval, exclusive classification and technical assistance in 9 partner districts of Punjab	LFA Output 2	<ul style="list-style-type: none"> <li>Institutional support provided to 08 districts of Punjab</li> </ul>
1.1.2.1.4. Institutional Support to execute work plans for utilization of CCB budget, projects approval, exclusive classification and technical assistance in 10 partner districts of Balochistan	LFA Output 2	<ul style="list-style-type: none"> <li>Institutional support provided to 08 districts of Balochistan</li> </ul>
1.1.2.2. Organization of TOTs for selected local CSOs and issuance of contracts for DTCE's promotional and capacity building activities	LFA Output 2	<ul style="list-style-type: none"> <li>DTCE organized TOT for selected CSOs of all the four provinces.</li> </ul>
<b>1.1.2.3. Establishment and capacity building of local Community Empowerment Desks in Bar Associations and of Press Clubs for promotion of citizens engagement in the following existing districts</b>		
1.1.2.3.1. Establishment of Community Empowerment Desk in Abbottabad and Swabi in NWFP; Gujrat and Vehari in Punjab; and Gawadar and Qila Saifullah in Balochistan	LFA Output 3	<ul style="list-style-type: none"> <li>CEDs established in Abbottabad and Swabi in NWFP; Muzaffargarh, Vehari and Rahimyar Khan in Punjab, and Khairpur in Sindh.</li> </ul>
1.1.2.3.2. Capacity building workshops for District Bar Associations and Press from 14 CED districts: Haripur, Kohat, Nowshera, Badin, Mirpurkhas, Tharparkar, Sukkur, Thatta, Tando Allah Yar, Narowal, Sialkot, Faisalabad, Multan and Turbat	LFA Output 3	<ul style="list-style-type: none"> <li>Capacity Building workshops conducted in 27 partner districts including 14 CED districts.</li> </ul>
1.1.2.4. Extension of partnerships with Press Clubs and Bar Associations in existing partner districts	LFA Output 3	<ul style="list-style-type: none"> <li>Partnerships extended in all partner districts.</li> </ul>
1.1.2.5. Organization of four provincial seminars for orientation of district Press Clubs on citizens engagement and community empowerment	LFA Output 3	<ul style="list-style-type: none"> <li>Orientation and capacity building seminars were held in the four provinces at Abbottabad, Quetta, Lahore and Karachi.</li> </ul>
<b>1.1.3. Establish Local Government Network</b>		
<b>1.1.3.1. Formation and institutional support to citizens engagement forums to facilitate their functioning in the following functional/remaining partner districts</b>		
1.1.3.1.1. Formation of CCBNs in 10 remaining districts: Multan, Muzaffargarh, Swabi, Lakki Marwat, Lower Dir, Battagram, Zhob, Pishin, Naseerabad and Mustung and capacity building through local CSOs	LFA Output 3	<ul style="list-style-type: none"> <li>CCBNs formed in 07 partner districts: Sialkot, Pishin, Zhob, Mastung, Naseerabad, Gawadar and Mirpur Khas.</li> </ul>
1.1.3.1.2. Institutional Support to CCBNs in NWFP: Lakki Marwat, Lower Dir, Mansehra, Battagram, Nowshera, Swabi, Charsadda, Kohat, Karak, and Bannu	LFA Output 3	<ul style="list-style-type: none"> <li>Capacity building workshops held in 08 districts; Sukkur as an additional district.</li> <li>Institutional support provided to CCBNs in 05 districts: Mansehra, Charsadda, Karak, Abbottabad and Bannu.</li> </ul>
1.1.3.1.3. Institutional Support to CCBNs in Sindh: Badin, Thatta, Tando Allah Yar, Mirpurkhas, Tharparkar and Sukkur	LFA Output 3	<ul style="list-style-type: none"> <li>Institutional support provided to CCBNs in 06 districts: Badin, Thatta, Tando Allah Yar, Mirpurkhas, Tharparkar and Sukkur.</li> </ul>
1.1.3.1.4. Institutional Support to CCBNs in Punjab: Multan, Vehari, Muzaffargarh, Rahim Yar Khan, Sialkot, Narowal and Faisalabad.	LFA Output 3	<ul style="list-style-type: none"> <li>Institutional support provided to CCBNs in 05 districts: Vehari, Rahim Yar Khan, Sialkot, Narowal and Faisalabad.</li> </ul>

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1.1.3.1.5. Institutional Support to CCBNs in Balochistan: Gawadar, Kech, Pishin, Zhob, Mastung, Sherani, and Naseerabad	LFA Output 3	<ul style="list-style-type: none"> <li>Institutional support provided to CCBNs in 05 districts: Kech, Pishin, Zhob, Mastung and Naseerabad</li> </ul>
1.1.3.2. Organization of participatory workshops for building institutional linkages with LG institutions, citizens engagement forums and other non-state social actors	LFA Output 3	<ul style="list-style-type: none"> <li>Participatory workshops were organized for institutional linkages in districts: Abbottabad, Tharparkar, Thatta, Tando Allah Yar, Badin, MirpurKhas, Faisalabad, Sialkot and Rahimyar Khan.</li> <li>Provincial Govt. Sindh earmarked PKR 300 million for direct funding to CCB projects. As a result 400 CCB project proposals were submitted. This initiative was a result of the CCBNsefforts.</li> </ul>
<b>1.2. Effective Community Participation in Local Governance</b>		
<b>1.2.1. Promotion and capacity building of CCBs (organizations, applications, approvals and management)</b>		
<b>1.2.1.1. Building capacities of the following existing partner districts, tehsils, unions and citizens engagement forums in community mobilization, participation and accountability systems and procedures</b>		
1.2.1.1.1. CCBM Training in Lakki Marwat in NWFP and in remaining union councils of Thatta and Badin in Sindh	LFA Output 1	<ul style="list-style-type: none"> <li>Due to the already large number of registered CCBs in Thatta, Badin and Lakki Marwat there was no need for the CCBM training.</li> </ul>
1.2.1.1.2. Promotion and formation of women/mixed CCBs in DTCE's partner districts	LFA Output 1	<ul style="list-style-type: none"> <li>Encouraging women participation in CCBs, 726 women/mixed CCBs have been formed.</li> </ul>
<b>1.2.2. Promotion and capacity building for community development projects (project formulation, prioritization, applications, approvals, monitoring and evaluation) CCBs (organizations, applications, approvals and management)</b>		
1.2.2.1. Second round of PCM Training in Lakki Marwat and Battagram in NWFP; Badin, Thatta, Tando Allah yar and Tharparkar in Sindh; Multan, Muzaffargarh, Lahore Narowal, Rahim Yar Khan and Faisalabad in Punjab and Gawadar and Kech in Balochistan	LFA Output 2	<ul style="list-style-type: none"> <li>Second round of PCM training was conducted in Sindh (Badin, Thatta, Tando Allah yar, Tharparkar and Mirpur Khas); Punjab (Faisalabad) and Balochistan (Gawadar and Kech).</li> </ul>
<b>1.2.3. Capacity of CCBs developed to design, implement and monitor local council funded programmes that may also receive DTCE support</b>		
1.2.3.1. Situational analysis of local councils approved community driven projects with focus on women/mixed projects for grant funding	LFA Output 1	<ul style="list-style-type: none"> <li>Situation analysis was made by the field operation teams</li> </ul>
1.2.3.2. Provision of grant funding to local councils approved community projects Naseerabad, Gawadar, Kech, Pishin, Qilla Saifullah, Zhob, Sherani, and Mastung in Balochistan	LFA Output 1	<ul style="list-style-type: none"> <li>DTCE provided grant funding 169 approved projects in districts: Naseerabad, Mastung, Pishin, Zhob, Gawadar and Kech.</li> </ul>
1.2.3.3. Provision of grant funding to CCBs representing women and socially excluded communities in partner districts of DTCE	LFA Output 1	<ul style="list-style-type: none"> <li>56 female/mix CCB projects were funded during the reporting period.</li> </ul>
<b>1.2.4. DTCE participation in Local Council Monitoring Committees to strengthen respect for rights and improve services</b>		
1.2.4.1. Situation analysis of local accountability mechanism, particularly through monitoring committees and Public Accounts Committees	LFA Output 3	<ul style="list-style-type: none"> <li>Situation analysis conducted in partner districts suggested that due to the upcoming LG elections the capacity building exercise should be delayed till the formation of new MCs.</li> </ul>
1.2.4.2. Capacity building of Monitoring Committees and public account committees in 10 partner districts	LFA Output 3	<ul style="list-style-type: none"> <li>Based on the results of the situation analysis it was decided to drop the activity in the on-going year and delay it till the next local councils are formed.</li> </ul>
1.2.4.3. Development of DTCE revised social communication strategy and its implementation at national, provincial and local level	LFA Output 3	<ul style="list-style-type: none"> <li>Revised Social Communication strategy developed and is being implemented.</li> </ul>
1.2.4.4. Formulation of LCIN's revised implementation strategy to integrate with national media and create sustainability including media research support for investigative journalism	LFA Output 3	<ul style="list-style-type: none"> <li>LCIN's implementation strategy revised and the LCIN format modified from district specific thematic programs to national level projection of local governance issues through the production and airing of: television programs comprising of talkshows with leading channels; print media and direct mail campaign.</li> <li>Under investigative journalism, on-site recording of documentaries were made and aired at the national level.</li> <li>Production and airing of CCB success stories.</li> </ul>

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<b>1.2.4.5. Implementation of Police Community Relations Programme in the following four pilot districts through partnership with local Police authorities, local CSOs, UPSCs, and DPSCs</b>		
1.2.4.5.1. Haripur in NWFP; Narowal in Punjab; Khairpur in Sindh and Lasbella in Balochistan	LFA Output 3	<ul style="list-style-type: none"> <li>Revised MoUs signed with Lasbela and Khairpur</li> <li>Capacity building of police officials on Police Station Monitoring System (PSMS)</li> <li>PSMS operationalized in four pilot districts.</li> <li>UPSC trained in Haripur and Lasbela.</li> <li>Empirical survey conducted to determine the revised performance-based incentives for police officials</li> </ul>
<b>1.3 Promotion and assistance to Voluntary Associations of local Nazims and Councilors at District, Tehsil and Union Council Levels</b>		
<b>1.3.1. Promotion and capacity building of Associations of Nazims and councilors at all three tiers of Local Government</b>		
1.3.1.1. Organization of national and provincial conventions on Local Governments/ LGAs	LFA Output 3	<ul style="list-style-type: none"> <li>02 national conventions held in Islamabad, and 04 provincial conventions held in Abbottabad, Quetta, Sukkur and Lahore.</li> </ul>
<b>1.3.2. Design and develop systems to support Associations of local officials</b>		
1.3.2.1. Formulation of revised institutional framework for forming LGAs	LFA Output 3	<ul style="list-style-type: none"> <li>Revised institutional framework developed for LCA (LGAs) formation.</li> </ul>
1.3.2.2. Formation of LGAs in at least two provinces in DTCE Partner districts	LFA Output 3	<ul style="list-style-type: none"> <li>LCA formed in Sindh and Balochistan and MoUs signed.</li> </ul>
1.3.2.3. Networking with the existing programmes and projects working on LGAs in Punjab and other provinces	LFA Output 3	<ul style="list-style-type: none"> <li>MoU signed with LCA Punjab and NWFP.</li> </ul>
<b>1.4 Institutional Capacity Building of DTCE</b>		
<b>1.4.1. Work team at Headquarter &amp; Field Operational Teams recruited, trained and functionalized</b>		
1.4.1.1. Appointment of CEO, CTA and recruitment against other vacant positions in the headquarters and field teams. Payment of salaries to existing and new staff	LFA Output 5	<ul style="list-style-type: none"> <li>CEO is on board.</li> <li>Recruitment of CTA and other vacant positions is in process.</li> </ul>
1.4.1.2. Programme calibration to integrate changes as a result of revision in ICED log frame	LFA Output 5	<ul style="list-style-type: none"> <li>Program calibrated in accordance with the ICED LFA and monitoring formats revised.</li> </ul>
1.4.1.3. Organization of participatory workshops, seminars and in-house meetings of DTCE	LFA Output 5	<ul style="list-style-type: none"> <li>Participatory workshops and in-house meetings held.</li> </ul>
1.4.1.4. Organization of field visits of the headquarters staff and field teams	LFA Output 5	<ul style="list-style-type: none"> <li>Field visits undertaken as and when needed.</li> </ul>
<b>1.4.2. Operational, management, oversight and accountability systems and procedures of DTCE designed, tested and finalized</b>		
1.4.2.1. Revision and updating DTCE process document to integrate the elements of provincial coordination	LFA Output 5	<ul style="list-style-type: none"> <li>Revised and updated.</li> </ul>
1.4.2.2. Implementation and follow-up on the recommendations of DTCE's External Programme Audit Report	LFA Output 5	<ul style="list-style-type: none"> <li>External program audit report finalized and recommendations of the report presented to BoD.</li> </ul>
1.4.2.3. Capacity building of DTCE staff, development of DTCE capacity index and annual staff appraisal	LFA Output 5	<ul style="list-style-type: none"> <li>Capacity building workshops held at DTCE Head Office for formation of LCAs, Police Community Relationship Program and CCBN.</li> <li>IME staff trained in Network Infrastructure.</li> <li>IME and Police Community Staff trained in Monitoring, Evaluation and Learning Systems at LUMS.</li> <li>Consultant's ToRs finalized and hiring is in process.</li> <li>Annual staff appraisal completed.</li> </ul>
1.4.2.4. Development of new and revision of existing training manuals and curriculum for Press and Bars component of DTCE	LFA Output 3	<ul style="list-style-type: none"> <li>Training manuals and curriculum for Press and Bars components of DTCE developed.</li> </ul>
1.4.2.5. Development and revision of training manuals for LC Monitoring Committees/ Public Accounts Committees	LFA Output 3	<ul style="list-style-type: none"> <li>Please refer to 1.2.4.1</li> </ul>
1.4.2.6. Risk analysis, management and contingency planning	LFA Output 5	<ul style="list-style-type: none"> <li>Done</li> </ul>

Activities	Program Component	Status
<b>1.4.3. Information, Monitoring and Evaluation System established and field tested</b>		
1.4.3.1. Formulation of discussion document and consultation with provincial governments for development of provincial and district level IME database on citizens engagement	LFA Output 4	● Please refer to 1.1.1.2.
1.4.3.2. International tendering and outsourcing of Social Audit	LFA Output 4	● Social Audit is being undertaken through local professionals and institutions as part of DTCE's overall institutional building approach.
1.4.3.3. Outsourcing of local level IME activities to local CSOs and organization of TOTs	LFA Output 1	● IME CSOs were identified and trained for engaging with DTCE as local monitoring partners.
1.4.3.4. Data collection from field, validation, and feeding into DTCE internal monitoring and evaluation database	LFA Output 1	● Continued activity for data validation for all program components.
<b>1.5 Program Management Actions</b>		
1.5.1. Preparation of annual and quarterly financial/progress reports; processing of quarterly advance request to UNDP	LFA Output 5	● Quarterly/annual, financial and progress reports were timely prepared and shared with all concerned.
1.5.2. Coordination with UNDP on day-to-day basis, and facilitation to monitoring teams of UNDP and annual audit teams	LFA Output 5	● Meetings were held with UNDP and other cost sharing donors to get advise and feedback on programme implementation.
1.5.3. Organization of the Board of Directors meetings and follow-up on decisions of the Board	LFA Output 5	● Five BoD meetings held and follow-up actions taken.
1.5.4. Organization of meetings with SDPRM, cost-sharing donors and other potential aid agencies and external partners	LFA Output 5	● Meetings held with SDPRM, cost-sharing donors and other potential aid agencies and external partners.
<b>1.6. Non-Output specific Activity</b>		
1.6.1. Procurement of expendable and non-expendable items under DTCE Support Project	LFA Output 5	● Procurement undertaken as per the procurement plan.
1.6.2. Processing of recurrent operational expenditures on daily, monthly, or quarterly basis	LFA Output 5	● Complied
1.6.3. Processing of rental payments, and building maintenance charges	LFA Output 5	● Complied