DTCE

DTCE
Empowering People

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DEVOLUTION TRUST FOR COMMUNITY EMPOWERMENT

ANNUAL PROGRESS REPORT 2012

CONTENTS

LIST OF ACRONYMS

ADR	Alternate Dispute Resolution
ATC	Anti-Terrorist Court
C&SC	Coordination & Support Committee
CCB	Citizen Community Board
CCBNs:	Citizen Community Boards Networks
CED	Community Empowerment Desk
CEIMS	Community Empowerment Information Management System
CERT	Community Empowerment Round Table
CIDA	Canadian International Development Agency
CNIC	Computerized National Identity Card
CPD	Citizen Protection Desk
CPO	Central Police Office
CSO	Civil Society Organization
CJCC	Criminal Justice Coordination Committees
DBA	District Bar Association
DFID	Department for International Development
DCO	District Coordination Officer
DoB	Date of Birth
DPC	District Press Club
DPO	District Police Officer
DTCE	Devolution Trust for Community Empowerment
ER	Early Recovery
EU	European Union
FACER	Flood Affected Communities Engagement for Recovery
FATA	Federally Administered Tribal Areas
FC	Frontier Corps
FDMA	FATA Disaster Management Authority
FGD	Focus Group Discussion
FIR	First Information Report
GB	Gilgit Baltistan
GEP	Gender Equity Program
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GoP	Government of Pakistan
IC	Insaaf Committee
ICG	International Crisis Group
ICT	Information and Communications Technology
ICED	Improving Citizen Engagement through

	Devolution
IEC	Information Education and Communication Material
IM&E	Information, Monitoring and Evaluation
IT	Information Technology
KK	Khullie Kachery
KP	Khyber Pakhtunkhwa
LAC	Legal Aid Committee
LAD	Legal Aid Desk
LG	Local Government
LGO	Local Government Ordinance
LSA	Local Stakeholder Assemblies
MDGs	Millennium Development Goals
MNA	Member National Assembly
MoU	Memorandum of Understanding
MPA	Member Provincial Assmbly
NDMA	National Disaster Management Authority
NOC	No Objection Certificate
NSDC	Naway Sahar De-radicalization Center
OWO	One Window Operation
PaRRSA	Provincial Reconstruction, Rehabilitation & Settlement Authority
PCM	Project Cycle Management
PCRP	Police Community Relations Program
PDMA	Provincial Disaster Management Authority
PO 2002	Police Order 2002
PPC	Pakistan Penal Code
PS&JP	Public Safety and Justice Programme
PSMS	Police Station Monitoring System
SHO	Station House Officer
SOP	Standard Operation Procedure
SRLMP	Strengthening Rule of Law in Malakand Project
TRC	Technical Resource Center
UC	Union Council
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Program
UPSC	Union Public Safety Committee
USAID	United Stated Agency of International Development
V&NG	Village & Neighborhood Group
UPSCs	Union Public Safety Committees
V&NCGs	Village and Neighborhood Citizen Groups

Executive Summary

The Devolution Trust for Community Empowerment (DTCE) is a national community empowerment organization that promotes citizen engagement through local governments and civil society, facilitates 'pro-poor' public funding, and strengthens voice for citizens and communities, ultimately allowing them to access citizen entitlements. These undertakings allow for holistic betterment in the quality of life of millions of Pakistanis. If we combine the numerous undertakings of DTCE over the years, in excess of 4.84 millions Pakistanis have directly or indirectly benefitted from these projects/ programs. Keeping in view the volatile nature of the socio-political and legislative environment of Pakistan as well as the unprecedented array of natural disasters that hit the Islamic republic in the past decade, DTCE with invaluable assistance from its Donors and partners strategically aligned its strategic thrusts to improve good governance and plan its priorities to effectively combat issues whereby assisting the GoP. DTCE's current implementation model is the result of extensive consultations with stakeholders and years of experience in the field.

DTCE has evolved into a diversified portfolio organization yet it continues to be an expert in all areas of its offerings/interventions. Numerous large to medium scale programs have either been completed or are under implementation that have helped lobbying for issues at the policy level yet address problems at the grassroots level across Pakistan in domains of; Good Governance, Citizen Engagement and Entitlements, Advocacy and Electoral Support Mechanisms,. Public Safety, Rule of Law, Local Governance and Democratic structures. DTCE boasts an impressive geographical coverage encompassing 118 districts in the 4 provinces of Pakistan, GB and AJK, besides Bajaur Agency in FATA; rare for an organization which operates without access to largely unlimited sources of financial support (e.g. endowment funds), government patronage, and field offices. Even with such odds stacked up against it, DTCE enjoys possibly the highest employee-to-beneficiary ratio in the development sector i.e. 1:29000.

In its mission to create a truly democratic local government system that positively impacts millions of Pakistanis, DTCE engaged all tiers of government, activating every strata of society and influencing all prospective stakeholders. DTCE's work emphasizes the need to enhance public service delivery by engaging communities in the identification and resolution of communal issues such as but not limited to public safety concerns, legal matters and socio-economic predicaments. For this purpose, it supports legal, financial, administrative and democratic empowerment. Since its inception, DTCE has mobilized, networked, and capacitated non-state actors and local authorities through its community engagement model along with development of an aggressive media campaign which ensured that the voices of the people continue to be heard. These relationships enhance outreach; provide multiple channels of communication and access to a broad range of expertise, besides enabling DTCE to reflect the interests and views of a wide cross-section of governance stakeholders in its policy actions. This networked approach is unparalleled in diversity, commitment and participatory dimensions.

DTCE's aggressive advocacy campaign played a significant role in the retention of Article 140 A of the 18th Amendment of the Constitution of Pakistan whereby "Each Province shall, by law, establish a local government system and devolve political, administrative, and financial responsibility and authority to the elected representatives of the local governments." However, wary of the tendency of constitutional requirements to remain unheeded, DTCE geared up to offer technical and administrative assistance to provincial governments in this context.

Projects Brief

A brief account of ongoing and completed projects is given below:

Support to DTCE/ Improving Citizen Engagement Through Devolution (ICED)

The relationship between the citizenry and the state is highly deficient in Pakistan. Poor, lower status people suffer powerlessness that perpetuates poverty. Decades of institutional decay have weakened rights, responsibilities, and services, leading to mistrust of government and politics. DTCE's robust operational model has allowed for significant inroads to be made, operationalizing 4355 Unions, 261 Tehsils/Talukas, 68 Districts, these include 45 Districts where almost all program components were implemented. Over 15,300 community infrastructure projects utilizing over US$ 70.6 million of local government development funds have been executed through CCBs of which over 2.69 million citizens have benefitted across the four provinces. The effectiveness of this model in easing CCB registration is substantiated by the fact that the number of CCBs in DTCE partner districts grew from 6966 to 33931, displaying an impressive overall increase of 487%. A total of 1582 V&NCs were formed, out of which 1,359 V&NCs were active in 28 DTCE partner districts majority of which comprised of reserved seats for women and peasants. The expansion of LCAs at the local level was completed in 3,800 Union Councils of 51 districts. The membership of General Assemblies reached 1,095,222 citizens.

The activation of CCBs has, over the years, bred responsiveness and accountability in the state. DTCE has supported the creation of at least 33308 CCBs nationwide; enabling the participation of up to 8,32,700 people in local government development decisions; the approval and execution of at least 15155 new community projects, while unlocking over PKR 6016.36 million of unutilized local government development funds for community development. The programme continues to support the injection of millions of rupees into the economy as a result of the financing CCB projects.

Flood Affected Community Engagement for Recovery (FACER)

The 2010 nationwide floods caused unprecedented devastation in all four provinces of Pakistan. The floods wreaked havoc upon lives, incomes, agriculture, homes, along with damaging and/or complete destruction of the local infrastructure pertaining to key services and basic necessities, the floods severely affected social cohesion amongst citizen based organizations; especially women and other socially excluded groups. Employing CCBs as the conduits for re-establishing local social cohesion, under UNDP's Early Recovery (ER) program, FACER was implemented in two districts of Baluchistan, 10 districts of KP, 9 districts of Sind and 8 districts of Punjab through extensive participation of communities to tackle their most immediate and pressing issues. In total 2.2 million citizens including 0.89 million females have benefitted directly or directly from this project initiative. 1.4 million citizens including 0.74 million females have benefited from 810 community development projects including 238 female CCB projects.

66943 citizens (including 17028 females) have participated in Local Stake Holder Assemblies organized in 630 Union Councils of 29 target districts. Capacities of 3741 citizens including 1041 females were built on project cycle management.

Sustainable Development in Malakand through Peace Building, Improved Governance and Economic Recovery (PEACE)

Most of the districts of Malakand Division have borne the brunt of the military operation and subsequently damaging and disrupting the infrastructure and local economy along with massive displacement of refugees. Charged with an effective implementation of Community participation in efficient and effective planning & implementation of the governance component of the Peace and Development programme, DTCE endeavors demonstrated great success through building direct partnerships with District Administrations, Police, Village and Neighborhood Citizen Groups (V&NCGs), Local CSOs, Press Clubs and Bar Associations.

The tenure of the project witnessed the approval and initiation of a total of 202 community development projects through the formation of 177 V&NCGS, 57711 citizens have benefited with 178 projects already completed and 24 near completion. The total membership of these V&NCGs is 1126 citizens including 194 females. Capacity building workshops have been conducted for all the members of V&NCGs including females. Additionally through the formation of Community Empowerment Desks (CEDs) various Community Empowerment Round Tables (CERTs) were held and MOUs were signed with District Police Officers of Swat, Buner and Malakand. Capacities of Police Officials and members of Union Public safety Committees were also built. Significant progress was made in terms of women participation in Khulli Kacheries (Open Community Forums).

DTCE also installed Citizen Engagement Information Management System (CEIMS) in district Buner, Malakand and Swat, additionally complete data of V&NCGs members and projects have been entered in the database.

DTCE's social communications reached large citizenry, raising awareness, enriching public discourse and

generating public debate on local governance and development. Our advocacy at the district and local levels has successfully influenced the administration to involve communities in the development process of the area.

Strengthening Rule of Law in Malakand Programme (SRLMP)

Through SRLMP, DTCE successfully created awareness regarding free legal aid and the existing legal procedures to register a cases and grievances; in the Malakand region. In its short time duration of only six months with an execution period of less than three months, SRLMP was able to engage approximately 2000 citizens including lawyers, law students, District Bar Associations/Tehsil Bar Association members, social mobilizers, men and women.

LAC meetings and registration of cases through the LAD remained to be the pivotal component of the project with an active engagement of 686 women focusing principally on issues pertaining to family law which emerged as the most sought after area at the legal aid desks. The 32 family cases filed in a strictly patriarchal society are a testament to the success of DTCE's implementation strategy. SRLMP also aimed to fill the void of female lawyers and mobilizers through its scholarship and training programmes.

The programme has received significant appreciation from the judges, senior lawyers, members bar associations and law advocates of the region whereby the session judge himself had forwarded and referred cases to the SRLMP established Legal Aid Desks. The high turnover at LAC meetings and frequent registration of cases (mostly related to family law and inheritance) indicate that there is a dire need for projects like SRLMP to continue its interventions for a longer time duration and at a larger scale with incorporation of both civil and criminal areas of law.

Public Safety and Justice Program (PSJP)

The Public Safety and Justice Program (PS&JP) has immense exclusivity and significance, since it was launched in reaction to rise of militancy and excessive politicization reaching disequilibrium with its adverse consequents like disbelief in the judiciary and dissatisfaction with KP police. The PSJP, Malakand was imperative as the local population started opting for Nizam e Adl (Launched by local militants) that immediately grabbed the public attention. DTCE designed this exceptional program to execute the ideology of community policing in Baluchistan and Khyber Pakhtunkhwa. The expected outcomes of the project include Police Community Relations Program, Alternate Dispute Resolution and Rehabilitation of Voluntary Inmates. DTCE was able to achieve most of its targets as planned till 31st December 2012.

The attained targets from the project include requisite legal permissions in the form of Non Objection Certificates (NOCs), Initial formation of all committees (Village and Neighborhood Groups (V&NGs), Union Public Safety Committees (UPSCs), Coordination and Support Committee (C&SCs) and Insaaf Committees (ICs). Essentially the capacity building and training workshops of selected Civil Society Organizations (CSOs) and the elected committee members have also been successfully conducted. So far 112 (61 males and 51 females) Open Public Forums commonly known as Khulli Kacheries (KKs) have been held. It must be appreciated that considering the public safety hazards persisting in this region a total of 3834 (2,789 males and 1045 females) residents of Malakand Division have attended KKs and raised important issues that concern municipality, police/ public safety and personal disputes requiring alternate dispute resolution. Police Station Monitoring System (PSMS) was installed in 32 locations that include 26 police stations, five District Police Office (DPO) and one District Coordination Office (DCO) Office. A total of 76 police personnel were given basic IT training on Police Station Monitoring System (PSMS) designed by DTCE.

Despite so many constraints in the completion of the project, DTCE's PSJP project not only met all the important deadlines of the reporting period but was also appraised and wholeheartedly accepted by the local population as it provided a platform for the people to do something for their society. The project is accepted as providing alternate dispute resolution to lessen the load on the local courts and is also swiftly resolving issues pertaining to Municipality and basic infrastructure.

Gender Equity Program (GEP) Cycle 4 & 5

As a strong advocate of gender mainstreaming and the national monitoring partner for GEP Grant Cycle 5, DTCE has played an important role in GEP grant cycles 3 and 5. DTCE helped in lending management and work planning support for organizing grants opening and closing meetings, organizing awareness raising sessions and most importantly, monitoring of other sub grantees activities in the target districts, DTCE set up a team of short term locally identified Independent Monitors, located at the regional level i.e. AJK, GB and KPK. Over the campaign period, total 333 events were organized in the target areas. The monitors visited and assessed 176 events organized by the sub-grantees, thereby achieving a notable 53% monitoring sample. DTCE worked in close collaboration with GEP monitoring and evaluation unit to finalize the monitoring plan. By the end of year 2012, 570 different sub grantee events were successfully monitored which included the formation of 180 VMCs, 108 Mobilization meetings, 282 CNIC registration camps. The monitoring mechanism also involves flash reports which are sent to GEP instantaneously for quick remedial action wherever necessary.

This program provided a platform to directly interact with the locals of different areas of Pakistan and giving the women an opportunity to come forward and raise their voice for equal rights. The activities highlighted the need for financial empowerment of the women. Several seminars of women specific issues such as sexual harassment were also conducted on a mass scale.

Frontier Crime Regulation (FCR)

The basic objective of the project is to provide advocacy on Frontier Crime Regulations. DTCE has built on its organizational strengths and in-house expertise by utilizing the services of its existing staff to undertake this assignment and employed a framework of assembling all stakeholders for the creation of advocacy message and materials. All activities ensure true implementation of the FCR reforms along with proposing alterations within the current context of the reforms to achieve maximum public accountability and monitoring of human rights' violations in the Bajaur agency.

DTCE has also developed Memorandum of Understandings (MoUs) for FATA Secretariat and the Political Agent (PA) of the Bajaur Agency. Preliminary meetings were held with PA Bajaur and FATA Secretariat staff. Application for processing of NOC was also submitted to FDMA and Directorate of Projects. Different meetings and seminars with people from different social stratum were also organized to raise awareness and form a collective pressure on the FATA secretariat for speedy implementation of the FCR Reforms.

DTCE has setup an Interactive Voice Response System (IVR) Bolo SMS with which thousands of people can be contacted within minutes. BOLO SMS database and other modules related to FCR project have been customized and systems inclusive hardware is ready to be deployed.

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Citizen perception survey is another ongoing project of DTCE, proposed by GIZ to obtain quantitative data and its analysis to assess the perception of the GIZ Governance Program stakeholders and beneficiaries on the thematic areas of administrative, tax and gender reforms. The targeted respondents of the research include citizens (males and females) and local administration officials that are relevant to the Governance Program thematic areas of tax, and administrative reforms, and the prevention of violence against women.

The research will be carried out in all 24 Tehsils of Malakand Division with 10 being treatment districts and the remaining 14 being control districts with the intention to identify lessons, best practices, and key issues to provide an experiential learning document that can be used to draw upon when modifications (if necessary) are made to the Governance Program. The research methodology is primarily composed of Quantitative data collection, analyses and interpretation. For quantitative data collection of household survey, representation of both males and females would be ensured.. The project began in the last quarter of the year and following outputs have already been achieved; Research design developed & finalized, Research questionnaire developed, Inception Report developed, Pushto Translation of questionnaire is in progress, Development of Capacity Building Manuals for data enumerators is under review and Selection of local partners for data enumeration in progress.

Financials & Expenditures.

The optimal utilization of human, technical and financial capital has been a guiding principle of DTCE's commitment to operational excellence, through the effectual usage of DTCE privately developed Finance and Accounting Manual, Internal Audit Manual and Internal Audit verification check lists; DTCE has been able to achieve 95.61% percent utilization with a total expenditure of US$ 7.2 million in 2012, which is an improvement on the already remarkable allocation of 6 percent of the total budget for the year 2011 to cover administrative costs bearing testament to DTCE's commitment to cost effectiveness. These administrative costs included expenditures on staff capacity building, in-service training, and knowledge dissemination activities, expendable and non-expendable equipment, meetings and other such events.

Independent annual financial audit is a regular feature of DTCE's financial management. So far eight annual audits have been undertaken by independent Chartered Accountant firms and the outcome of all these audits have been, "No audit observation".

Strategic Role and Significance

The Status of the Local Government System

Oscillating between rhetoric and reality, in Pakistan local government has been reduced to an object of political maneuvering rather than a recognized tier of the government. The fact that the implementation of local government is still a question in some provinces and an unfinished agenda item in others, builds a strong case for a galvanized movement to actualize devolution reforms across Pakistan. What is pertinent to note however is the favorable public opinion for the system of local government which, if implemented correctly, will enhance service delivery and empower citizens to participate and steer the socio-economic development process to suit their needs. Indeed the Devolution Reforms of 2000 and the subsequent promulgation of the Local Government Ordinance in 2001 set the stage for greater political, fiscal and administrative decentralization. This first step at the policy level heralded the incipient realization of a dream that was ambitious in its vision, goals, extent and intensity. With a legal framework in place, there was strategic direction and although an implementing mechanism had been conceived, naysayers were doubtful that a local government system would kick off in the midst of an unresponsive and ill-equipped bureaucracy, immature political culture, and indifferent citizenry. In this milieu, the Devolution Trust for Community Empowerment sought to create conditions that would give impetus to an otherwise sluggish transition from centralization to decentralization of power. DTCE and its partners realize that local governments are the most important tier of government for delivering services, engaging citizens and empowering communities. Although, there exist pockets of public opinion against the local government system, there is overwhelming support for maintaining control of service delivery with these governments. According to a survey conducted by AC Nielsen based on a sample of almost 4,000 nationally and provincially representative households across the country, there is no prima facie case for reverting control of local affairs to the provinces or local bureaucracy on the justification that the latter are more accountable, transparent or responsive. These findings are substantiated by the 2011-12 Social Audit Report, which, designed to solicit the responses of 10,200 households across all four provinces of Pakistan, revealed that the majority of the respondents advocated the continuation of a devolved local government system. If it weren't for the passage of the 18th Amendment, this fervent support for devolution would, for the most part, remain a discarded footnote in provincial plans to re-enact the more conservative Local Government Acts of the past and perhaps reconstruct the pre-devolution authority structure. DTCE's aggressive advocacy campaign played a significant role in the retention of Article 140 A of the 18th Amendment of the Constitution of Pakistan whereby "Each Province shall, by law, establish a local government system and devolve political, administrative, and financial responsibility and authority to the elected representatives of the local governments." However, wary of the tendency of constitutional requirements to remain unheeded, DTCE geared up to offer technical and administrative assistance to provincial governments in this context.

At the vanguard of all efforts to implement the 18th Amendment is the province of Baluchistan, where the Local Government Act was revisited and new provisions were proposed for addition through the Provincial Assembly. In Sindh, the LG Department revisited the LG Ordinance and a revised draft law is under consideration in the Provincial Assembly. In a similar spirit, in KP the LG Select Committee and LGE&RDD are in the process of reviewing the draft LG Act 2010 to bring it in line with the 18th Amendment. In Punjab, three different committees were formed to draft a local government law for the province but none of them were successful in doing so. Amongst the four provinces variations in their state of readiness to embrace the concept of devolved governance, highlight the need for a concerted effort to bring them at par with each other and avoid disparities that could fuel inter provincial hostilities besides creating friction in Pakistan's quest for a functional local government system. Indeed the Devolution Trust for Community Empowerment in collaboration with other stakeholders from civil society and local governments played an instrumental role in the burgeoning actualization of the 18th Amendment across Pakistan.

DTCE: The Premier Local Governance and Development Organization in Pakistan

In the propagation and subsequent realization of community empowerment across Pakistan, DTCE is peerless in both its efforts and achievements. DTCE ventures to pervade all tiers of government, activate all strata of society and influence prospective stakeholders in an all encompassing mission to create a truly democratic local government system. Having started off as a Devolution Support Program, DTCE remains committed to its original mandate. This commitment drives DTCE to continuously explore new operational tactics to achieve better results and greater impact. Operational dynamism is the key to DTCE's survival and success in an environment characterized by radical socio-political shifts as well as changing government and donor priorities. At the strategic level, with the passage of the 18th Amendment, encouraging developments in the country's legislative framework have been met with a discouraging trend in the rate at which provincial governments are moving to implement it. At the tactical level, people's willingness to play their part in the institution of a local government system is being countered by challenges across the local political, administrative, social, cultural and economic fronts. Having braved the adversities of its environment, DTCE has made great strides in furthering devolution reforms across the country. Its key success factors can be described in terms of the strengths and competencies it has developed over the years.

1. DTCE has not only endeavored to adapt to its environment but has time and again molded its environment to facilitate the implementation of its

mission. Recognizing that certain aspects of its work cannot be compromised, DTCE has brought about significant changes in its operational environment to create conditions conducive to the accomplishment of its goals. Not too long ago, among other things, DTCE's advocacy campaigns ensured the restoration of the constitutional cover of local governments in the 18th Amendment. More recently, with the unrelenting support of DTCE, Provincial Local Council Associations, through various constitutional petitions approached the Superior Court, against the Federal and Provincial Governments for actions in contravention to the constitution and its democratic spirit. As a result of these petitions the Supreme Court has asked all provinces to submit a schedule for local body elections. Local government elections, if held, will usher in an era of true democracy in Pakistan which will figure as a milestone achievement for DTCE and other proponents of devolution. Skeptics criticized and opposed the devolution reforms not for their content but the seemingly impossible task of successfully implementing a reform deemed too sophisticated for a third world country characterized by an unresponsive and under-skilled bureaucracy, immature political culture, and indifferent citizenry. However, DTCE has worked to build relationships, enhance capacity, raise awareness, incentivize performance and create linkages among these stakeholders. Hence, the organization has created an enabling environment for successful reform implementation.

2. Having assumed the mammoth task of creating a local government system in Pakistan, DTCE recognizes the need to galvanize support from key stakeholders to bring a lasting change. It therefore works in partnership with a myriad of national, provincial and local governance stakeholders. These relationships enhance outreach; provide multiple channels of communication and access to a broad range of expertise, besides enabling DTCE to reflect the interests and views of a wide cross-section of governance stakeholders in its policy actions. This networked approach is unparalleled in diversity, commitment and size of participation. No other governmental or nongovernmental organization can boast direct outreach to 4871 Unions, 316 Tehsils/Talukas and 108 Districts where partnerships have been established with more than 445 CSOs, bar associations and press clubs. Driven by an overarching aim to empower citizens, DTCE invested a considerable amount of resources in the mobilization of Bar Associations and Press Clubs. DTCE has fostered strong relationships with these organizations which assists to explore new avenues for intervention.

3. DTCE has always conceived, developed, implemented and modified programmes based on ground realities. Its decisions to stay the course or change course are well informed reflecting a concerted effort to take into account the needs of target populations, threats in the socio-political environment that must be countered and opportunities that can be availed. To avoid overlooking pertinent information and perspectives, DTCE has always devised its strategies and operational tactics in consultation with elected representatives and civil servants from local, provincial and federal governments, international donors, citizen beneficiaries, and civil society partners. This consultative process helps to iron out potential hiccups in the implementation of programs' strategy by offering a multi dimensional perspective. Utilizing a sophisticated Geographic Information System (GIS), a robust monitoring and evaluation mechanism managed by the Information, Monitoring and Evaluation (IM&E) Directorate is in place to review program implementation at regular intervals. The results of regular M&E activities are fed into the organization's decision making process and in this manner constitute a reliable navigational tool, directing it towards the path of least resistance for the achievement of its mission.. Keeping its finger on the pulse of ground realities, DTCE also incorporates the results of the periodic Social Audit that attempts to garner public opinion, into its strategic orientation and decisions.

4. DTCE has not only strengthened the state-citizen interface but drastically reduced the divide between them by working on both the demand and supply sides of the local governance equation. In an unrelenting pursuit to make the government more responsive to the needs of citizens and their desire to localize governance; DTCE has managed to shake up the corridors of power and as a result influence legislation and policy preferences. On the other hand, DTCE continues to mobilize citizens to better articulate their needs and work independently toward their fulfillment. The organization's achievements in this regard are unparalleled in Pakistan.

5. DTCE's geographical coverage encompasses 118 districts in the 4 provinces of Pakistan, GB and AJK, besides Bajaur Agency in FATA; rare for an organization which operates without access to largely unlimited sources of financial support (e.g. endowment funds), government patronage, and field offices. Even with such odds stacked up against it, DTCE enjoys possibly the highest employee-to-beneficiary ratio in the development sector i.e. 1:29000. This significant (yet highly leveraged) coverage allows DTCE to 'think national, act local' i.e. DTCE uses its national level perspective of developments, changes in federal laws or the constitution, and political realignments, to inform its activities at the local level. It also encourages the transfer of local 'best practices' and governance innovations from one part of the country to another, which would not have been possible without DTCE providing the common link. Finally, it greatly adds to the scalability of interventions e.g. the formation of Local Council Associations at the provincial levels.

Alignment with Governance and Development Policies of the Government

Keeping in view the volatile nature of the socio-political and legislative environment of Pakistan as well as the unprecedented array of natural disasters that hit the Islamic republic in the past decade, DTCE realizes the need for organizations such as itself to be strategically aligned with the government's policies, plans, and priorities

to effectively combat issues. DTCE aims at channeling its developmental initiatives to run in sync with the governments. It does this through a variety of channels, focus areas and temporal dimensions. DTCE's mission and objectives are well aligned with current development problems and the policies framed by the government.

» According to the Labor policy 2010; "social and economic well-being of the people is one of the principal objectives of the present people's government".

» The National Drinking Water Policy prioritizes the participation and empowerment of local communities in "planning, implementation, monitoring and operations and maintenance of water supply systems".

» One of the overarching goals of the National Environmental Policy is to mobilize the community for creating demand for environmental protection.

» The National Health Policy 2009 stipulates the involvement of local communities to provide oversight and accountability for all health interventions

» The National Education Policy raises "lack of stakeholder" involvement as a key problem in this regard, acknowledging that effective implementation hinges on stakeholder ownership of government policies. The Policy attaches importance to the role of civil society for building a much needed "interface between the school and the community.

» The National Disaster Risk Management Framework to be implemented by the National Disaster Management Authority (NDMA) seeks the active involvement of communities in local level risk reduction, singling out CCBs as key instruments to "organize communities and mobilize resources for local level disaster risk management.

» The Planning Commission has evolved a new Framework for Economic Growth that establishes the key pillars of this new strategy, which envisions a departure from past planning models. "Community and Youth Development" is one of the pillars of the New Development Approach evolved by the Planning Commission. It acknowledges that social capital "is usually difficult to generate through public policy" thereby recognizing the role of civil society which is necessary to build and leverage social capital among communities. This validates DTCE's role as a key civil society stakeholder in the drive to build this social capital among communities. It also singles out networking as a key ingredient for social capital building, which "reduces transaction costs and promotes associational life which, are both necessary for the success of limited government and modern democracy." This supports DTCE's implementation model which focuses on networking local governance stakeholders ranging from government to civil society and media to achieve its mission of building social capital and catalyzing empowerment among communities.

Since the beginning, DTCE strives to achieve economic democracy. From a panel of economists, a report that advocates shifts in policy paradigms for a result of "citizenship to everyone instead of a few people which will create economic democracy" especially following the principle "for the people, by the people"; this report will be a foundation on which the 10th five year plan will be formulated. One of the main components of this structure is of "participatory development". This suggests a nationwide campaign to empower the underprivileged members of our society at root levels of villages, mohallahs, districts, tehsils, and union councils.

The Vision 2030 aims at the following in the long term:
» Spending in social capital
» Trust between the citizen and its state by urging participation and bringing them in-line through proper direction.
» Urgency of transparency in dealings of state institutions with the concerned communities.
» Encouragement by the government to participate at local levels.
» Making the common citizen feel important by allowing them discourse on development.
» Empowering the women of the country at all levels of social, economic and political fields.
» Encouraging communities to formulate and execute their own organizations and associations in collaboration with the local government.
» Improving facilities like health, infrastructure, education and development with the help of local communities.

The PRSP II and the Background Studies are closely associated with DTCE's directive. The strategies for gender and income equality, employment and environmental sustainability can easily be derived henceforth:
» Programmes that focus on social mobility, trainings on skill development and grants for improving village level infrastructure.
» Environment that enables community welfare and self sustainability.
» Encouraging participation and empowering women in villages and community institutions.
» Utilization of natural resources and focus on community participation to reduce costs and eventually poverty.

PRSP II focuses on the poverty reduction agenda of the government itself. Key pillars of the economic reform align with the activities of DTCE as well.
» Pillar II – Protecting the Poor and Vulnerable: Through the research in 2010 for "Citizen Entitlements and their Impacts on Socially Excluded Groups", DTCE has played an important part in creating awareness and supporting the needy though projects such as seed-funding and with mechanisms like CCBs and V&NCs. Resultantly, the mechanisms have created commitment in the groups that are otherwise excluded to take ownership and become self sufficient for an overall socio-economic lift up.
» Pillar VI – Human Development for the 21st century: Foresee massive scale-up of investments in health and education. Till date, DTCE has successfully supported over 12350 development projects that also include over 250 projects on community level in the health sector and over 1090 projects in the education sector, all over Pakistan. However, what is important to note is not the result but the fact that the community involved itself to improve the service within their own network. 20% of the cost share was taken up by the community

itself. The planning, execution and finally maintenance was done by civil society members who mobilized themselves to solve the health and education related problems in collaboration with the local government and societal organizations/associations. This first time exceptional degree of engagement and involvement by the community citizens works on the principle "by the people, for the people" that DTCE hopes to bring forward and execute all through the country.

» Pillar IX--Governance for a Just and Fair System: It is almost completely based on the devolution and police reforms. In either case DTCE will continue to support and implement these reforms in the future. As the PRSP II notes: "important deficiencies identified in local governments relate to weaknesses in institutions and shortages of trained personnel...[which require interventions by]...the Devolution Trust for Community Empowerment (DTCE) — a nonprofit, nongovernmental organization that promotes community empowerment through citizen participation at the grassroots level — among other organizations, to tackle these problems"

DTCE further, supports the elements and constitution of the Millennium Development Goals (MDGs). 'MDG 2: Achieve Universal Primary Education' is made possible through basic infrastructure projects in the primary education set-up. DTCE also supports 'MDG 3: Promote Gender Equality and Empower Women', by focusing on gender development in all programs, and also through its partnership with GEP. DTCE derives its resources from the international donors, local government and community to invest in the social capital. It allows the locals of the area to take part in decisions related to development and governance that builds confidence of the common people. This mechanism also builds the credibility of the state and assures transparency in the state actions and affairs, which results in a strengthened and secure citizen-state relationship. By focusing on gender equity especially on the component programming, and encouraging women participation, DTCE has gained trust from the community. This has enabled DTCE a long-term intervention by the community and government.

Alignment with Donor Priorities

The State Bank of Pakistan recorded development assistance to Pakistan to the tune of $4 billion and nearly all of Pakistan's major multilateral partners have committed to increase their funding to Pakistan over the next few years. The World Bank tripled its committed support for Pakistan in 2009, reaching an all-time high of $1.7 billion. The ADB, which disbursed a record $1.9 billion in 2008, plans to loan an average of $1.5 billion annually. The UK's Department for International Development has pledged to double assistance to Pakistan to approximately $250 million per year.

With the development challenges facing Pakistan increasing in severity and scope, donors have shifted their foreign assistance paradigm away from implementation regimes led by isolated expatriate consultants and programme management units towards broader inclusion of local

development stakeholders. Also, as mentioned above, they are increasingly showing commitment to expand financial aid to Pakistan in the years to come.

It bears mentioning here that DTCE's defense of devolution is also a defense of this massive investment, which has yielded substantial gains, and promises far more in the years to come. A review of donor policy reveals continuing interest in local governance and development, albeit with certain changes. This policy inflection originates in lessons learned from previous donor supported reforms which failed to adequately create ownership, rework incentive structures, evaluate performance and overcome capacity constraints.

Holistically, DTCE's work and deliverables are in line with donor priorities.

USAID, in conjunction with the U.S. Department of State, focuses assistance to Pakistan in five priority sectors: energy, economic growth, stabilization, education, and health within the current strategic and policy framework. Sustainable development in each of these sectors is contingent upon the mobilization of communities and interventions that aim at strengthening local democratic institutions and governments at large. DTCE's widespread presence at the grass roots level can be leveraged to pursue donor priorities all of which can benefit a great deal from strengthened local governments and empowered citizens.

The Enhanced Partnership with Pakistan Act of 2009 has opened up vistas of opportunity for USAID to actively implement activities that aim at strengthening the Government of Pakistan's capacity to effectively provide services to its citizens, to address the country's pressing development needs, and to deepen a strategic partnership with the Pakistani people. This overarching objective to foster a constructive partnership between the state and citizens is in fact DTCE's raison d'être. The programmes conceived and implemented by DTCE are effective tools for the accomplishment of USAID's express priorities in Pakistan. DTCE's work emphasizes the need to enhance public service delivery by engaging communities in the identification and resolution of communal issues such as public safety concerns, legal matters and socio-economic predicaments. DTCE's model also envisages community empowerment through an aggressive media campaign which ensures that the voices of the people are heard.

DTCE and USAID are both inspired by the belief that a government that is responsive and accountable to citizens' needs and supportive of women's development is critical to Pakistan's future. USAID integrates a concern for good

governance and gender equality into all its activities in the same way that DTCE pursues good governance as its mainstay intervention with gender mainstreaming as a cross cutting theme. Together DTCE and USAID encourage public-sector accountability and transparency, develop civil society's ability to act as a partner with government, and promote women's access to public services. USAID and DTCE may collaborate to implement targeted programs designed to foster democratic institutions.

UNDP has four focus areas namely poverty reduction, democratic governance, crisis prevention and recovery and environment and sustainable development.
The overall strategy entails a three-pronged approach with the following objectives.

» UNDP intends to expand ongoing humanitarian and recovery responses, by leveraging existing technical capacities, making a gradual transition into mid-term post-crisis and focusing on livelihoods and capacity-building of institutions and national counterparts. In a similar context DTCE has undertaken post-disaster rehabilitation interventions in the flood affected areas, respectively. DTCE has strived for the creation of an ecosystem of organizations and individuals; motivations and influences; facilities and services; to pave the path for a system of inclusive governance, participative development and justice for all, in the Malakand Division. With such a system in place, DTCE has ushered in a new era of social stability, peace and sustainable development in the region.

» UNDP also intends to address underlying causes of the crisis by improving access to public services and enhancing livelihood opportunities. DTCE One Window Operation facilities in its partner districts that have been established to facilitate citizen groups and improve access to services.

» Among other priorities, UNDP envisages the continuous reinforcement of national and local governance, as well as capacities of rule of law institutions. In terms of revolutionizing national governance, DTCE's work is well in line with UNDP priorities because through LCAs the organization has been able to influence legislation in favour of a local government system. Through its Public Safety and Justice Programme, DTCE has also worked tirelessly to build the capacities of police departments to reinstate rule of law where it has been threatened by inadequate resources, ill trained personnel and the lack of community involvement, as envisaged by the Police Order of 2002.

» Gender equity and capacity development are cross-cutting themes in UNDPs programme as they are in DTCE's conceived and executed programmes.

The UNDP country programme focuses on interventions to reduce poverty and hardship, protect rights, prevent crisis and promote social cohesion among the population, and particularly targets women and vulnerable groups. At the policy and institutional level, UNDP country programme for Pakistan (2011-2012) focuses on advocacy, advice and strengthening capacities to monitor MDGs and pro-poor policies at various levels of government.

DTCE activities are also well aligned with the third component of the United Nations Joint Programme 'Empowerment, Mobilization, and Protection of Poor & Vulnerable Groups', which sets out the following outcomes both reflective of DTCE's overall vision:

» JP Outcome 3.1: Enhanced participation of the poor and vulnerable in decision making.

» JP Outcome 3.2: Enhanced access to social services and social protection/safety nets.

The UNDP Country Programme for Pakistan (2004) and DTCE's mechanism both support each other in their contributions toward objectives of 'Participatory Governance', and 'Effective Institutionalization of Devolution and other Governance Reforms'. DTCE's methodology reflects various aspects of the stipulated strategies focusing on poverty reduction; gender mainstreaming, strengthening reform initiatives, participatory monitoring and mainstreaming of ICT to achieve broader goals in terms of awareness and consensus building through media and resource mobilization.

DFID's assistance to Pakistan is centered on five areas;

» Peace and Stability is DFID's first area of interest in Pakistan and rightly so given the precarious security conditions that have precluded socio economic advancements in the last decade. DTCE has been successful in initiating a system of inclusive governance, participative development and justice for all, in the Malakand Division. Almost 80 percent of the projects planned for the Malakand Division have been launched; of which more than 90 percent have been completed. The conflict ridden region has offered DTCE a clean slate for the establishment of a truly democratic polity wherein the people's rights are upheld and their needs met by their own engagement in governance, public safety and rule of law as well as economic development.

» DFID has identified the restoration of a truly democratic government in Pakistan as one of its priority areas. This objective, titled "Making Democracy Work" defines DTCE's flagship intervention i.e. Improving Citizen Engagement through Devolution. By 2012, through the establishment of democratic institutions including over 3600 Local Council Association (LCAs), Over 1,590 Village and Neighborhood Councils (V&NCs), 54 Community Empowerment Desks (CEDs)/Citizen Protection Desk (CPDs), and 37,087 Citizen Community Boards (CCBs) as well as the organization of forums including 1150

Khullie Kacheris and 261 Community Empowerment Roundtables (CERTs), under different projects DTCE has worked tirelessly to make democracy work; effectively undertaking the spadework for a truly democratic government. Members of the aforementioned institutions are appointed via an election process which promotes voter education in terms of informing the public about their democratic rights as well as election and candidature procedures. By educating the masses through experience on a small scale, DTCE has in fact identified the best possible way to "Make Democracy Work".

» "Macroeconomic Stability, Growth and Jobs" is one of DFID's top priorities in the development of Pakistan. BY 2012 owing to DTCE's unrelenting efforts to empower citizens and involve them in the socio-economic development process, over 2550 Community projects projects directly supported by DTCE were completed in various districts of Sindh, Punjab, Baluchistan and Khyber Pakhtunkhwa. These projects spanned the entire spectrum of civic amenities and infrastructure, employing thousands of men and women who now enjoy the status of economically productive citizens.

» "Getting the State to Deliver" has emerged as a key objective of DFID's overall strategy for development in Pakistan. Since its inception in 2003, DTCE has invested innumerable resources in strengthening local government institutions in an attempt that utilizes a bottom up approach that aims at building the state's capacity to deliver services to its citizens. It has achieved this through the institution of accessible and transparent accountability mechanisms as well as the amplification of people's voices against social injustices, via an eclectic combination of open forums (Khullie Kacheris, Community Empowerment Roundtables etc) and a concerted national media campaign.

» Empowering Women and Girls is an area of concern that DFID aims at prioritizing. DTCE upholds the involvement of women in all walks of life for their individual enrichment and in the best interest of society. From preliminary need assessments which rely on sex-disaggregated data to capacity building measures, the implementation of projects and the enhancement of public service delivery, women and other marginalized groups are taken into consideration and solutions developed to cater to their specific needs. In each of its community empowerment components, DTCE emphasizes the involvement of women.

DTCE's work also finds parallels in UK DFID's Pakistan Country Assistance Plan (2008-13), supporting the broad goals of 'Giving people access to better health', 'Making government more effective', and 'Making growth work for everyone'.

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development and Cooperation SDC

DTCE's mandate clearly shares the concerns and areas of interest outlined in SDC's strategy for Pakistan, i.e.;
» Improving governance and devolution
» Investing in human capital
» Targeting the poor and vulnerable

Finally, the main areas prioritized by the Government of Norway are Good Governance and Education, both of which are fully supported by DTCE's activities as discussed in the preceding sections.

DTCE Interventions

The Devolution Trust for Community Empowerment (DTCE) is a national community empowerment organization that promotes citizen engagement through local governments and civil society, facilitates 'pro-poor' public funding, and strengthens voice for citizens and communities, ultimately allowing them to access citizen entitlements. These undertakings allow for holistic betterment in the quality of life of millions of Pakistanis. If we combine the numerous undertakings of DTCE over the years, in excess of 4.84 millions Pakistanis have directly or indirectly benefitted from these projects/programs. Keeping in view the volatile nature of the socio-political and legislative environment of Pakistan as well as the unprecedented array of natural disasters that hit the Islamic republic in the past decade, DTCE with invaluable assistance from its Donors and partners strategically aligned its strategic thrusts to improve good governance and plan its priorities to effectively combat issues whereby assisting the GoP. DTCE's current implementation model is the result of extensive consultations with stakeholders and years of experience in the field.

DTCE is the only organization with extensive experience of working with Provincial, District, Tehsil/Taluka, and Union administrations in all four provinces of Pakistan on a wide range of local governance and development issues. DTCE continues to successfully bridge the divide between the government, elected representatives and civil society. DTCE's implementation models are tested to deliver at a broader scale across diversified programs which is result of its extensive consultations with wide variety of stakeholders and years of experience in the field. Social Audits and other support Research projects continue to provide objective evaluation of all undertakings across a wide spectrum of domains that include local governance, public safety, justice, health, education, basic rights, service delivery, and corruption.

Over the years DTCE has focused to participate in the resolution of national political, cultural and socio-economic crises, on a scale commensurate with its financial, technical and human resource capacity. True to its original mandate, DTCE has availed innumerable opportunities to support community empowerment and citizen engagement by facilitating the devolution of political, administrative and financial responsibility and authority to the lowest tier of the government. It has been able to achieve this mammoth task with the help of a carefully crafted menu of components/projects which are the basis of its community empowerment model. Based on its institutional learning and experiences from field operations in its partner districts, DTCE's community empowerment model has undergone several successive stages of transformation and currently consists of the following expertise:

» Community Mobilization
» Community Networks
» Village and Neighborhood Councils
» Press Clubs
» Bar Associations
» Police Community Relations
» Local Council Associations
» Media and Communication

It is pertinent to mention here that institution of good governance is DTCE's ultimate objective and rightly so, given its unparalleled ability to address issues in the realm of national and local politics, socio-economic development and rule of law among many others.

Since its inception the Devolution Trust for Community Empowerment has leveraged the components enumerated above to implement the following on-going and completed projects:

Completed and Ongoing Projects:

1. Support to DTCE/Improving Citizen Engagement through Devolution (ICED)
2. Flood Affected Communities Engagement for Recovery (FACER)
3. Sustainable Development through Peace Building, Governance & Economic Recovery – Malakand Division (Peace)
4. Gender Equity Program (GEP) Cycle 4 on Gender Based Violence
5. Strengthening Rule of Law in Malakand Project (SRLMP)
6. Public Safety and Justice Programme in Malakand (PSJPM)
7. Gender Equity Program (GEP) Cycle 3-5 on National Monitoring of CNIC Registration
8. Da Khalqu Awaz (The People's Voice) on Frontier Crime Regulation in Bajur
9. Study on Citizen's perception in Malakand Division / KP

The next sections are dedicated to detailed description of activities undertaken under each one of DTCE's projects as well as the progress achieved thus far.

Support to Devolution Trust for Community EmpowermentDTCE/ Improving Citizen Engagement through Devolution (ICED)

SUPPORT TO DTCE/ICEDPROJECT SNAPSHOT	
Start and End Date:	August 2003 to May 2012
Award ID:	00014120
Description:	Support to Devolution Trust for Community Empowerment (DTCE)
Donor:	UNDP through cost sharing from CIDA, SDC, NORAD, USAID and DFID
Implementing Partners:	Devolution Trust for Community Empowerment (DTCE)
Total Project Budget:	US$ 44,856,424/-
Total Budget Utilized in Period Covered:	US$ 44,726,245
Expected Project Outputs:	» Capacity building of all the stakeholders and partners to ensure successful implementation and sustainability of DTCE. » Effective Community Participation in local governance. » Promotion and assistance to voluntary associations of local nazims and councilors at district tehsil and union levels. » Support to Flood Early Recovery » Institutional Capacity Building of DTCE

Introduction

With the implementation of devolution reforms in 2001 the Government of Pakistan had promulgated Local Government Ordinance 2001. The relationship between the citizenry and the state is highly deficient in Pakistan. Poor, low status people suffer powerlessness that perpetuates poverty. Decades of institutional decay have weakened rights, responsibilities, and services, leading to mistrust of government and politics. These tendencies need to be reversed through improved democratic governance. Democracy is the strategic solution, but it can only be constructed if there is a meaningful empowerment of people at the grass roots through representation, participation, and the creation of a positive relationship between government and the citizenry.

In year 2001 the Government of Pakistan had undertaken a national reconstruction process to address these strategic imperatives. The national reconstruction process consisted of devolution of power to the grass roots level, police reform, the strengthening of provincial autonomy, federal and provincial restructuring, and civil service reform.

The elements of the Local Government Ordinance 2001 designed to promote community participation were Citizen Community Boards (CCBs), bottom-up participatory planning, the election of village and neighborhood councils, and local council monitoring of rights and services. However, these forms of community participation were not self-activating, especially where there is little or no prior experience, and their activation requires proactive promotion.

These considerations have motivated the implementation of Support to DTCE project through Devolution Trust For Community Empowerment (DTCE).

The project aimed to support the devolution initiatives by providing policy support, technical assistance and mobilizing resources for the implementation of a holistic community empowerment framework under the Local Government Ordinance 2001 through Support to DTCE Project. The project strategy was to provide an integrated support to the design and implementation of devolution by developing synergies with and exploiting complementarities among its various programmes in order to maximize the impact and sustainability of DTCE interventions. It also attempts to forge partnership at different levels of government, donors, CSOs and NGOs, towards the same ends.

The project objectives of community empowerment and local development were in line with the objectives of United Nations Development Assistance Framework and UNDP's Country Programme Outline (CPO) to promote participatory governance and capacity development at the local levels. Thus the Support to DTCE project was based on a synergy that on the one hand exists between UNDAF and UNDP CPO while on the other hand it integrates the devolution process with national development priorities.

The project was envisioned to address the issue of low levels of citizen engagement in the post devolution scenario of Pakistan. The following four main reasons were identified that showed why there was a lack of citizen engagement in Pakistan, despite the range of instruments available for

engagement:

1. CCB's were difficult to register, de-motivating citizens to enlist, resulting in a very low number of registration.
2. Governments had limited capacity—affecting the rate of disbursements for CCB projects and the rate of establishment of more issue-specific entitlements like Public Safety.
3. Poor people relied on the elite or feudal landowning classes to articulate their needs to government which further marginalised them from local government decision-making.
4. The degree of participation of the socially excluded—the poor, very poor, women and other disadvantaged groups—in the citizen entitlements provided by the LGO 2001 was questionable.

The support to DTCE Project improve upon the citizen engagement whereby minimizing the impact of above mentioned disabling factors and create a system that evolves over the duration of the Project and becomes sustainable upon completion.

The devolution scenario before Support to DTCE project intervention accounted for a total of 6966 registered CCBs with 2094 projects amounting to a meager draw down of 991.77million Rupees from Local Government funds throughout all 45 DTCE partner districts. As many as 16 districts had no project approvals in spite of having a large number of CCBs registered such as Bannu (350), Lakki Marwat (282) Karak (201), Kohat (194), Battagram (108), Thatta (84), Swabi (81) Qilla Abdullah (60) and Haripur (46). It was observed that the concentration of approved CCB projects was focused mainly around urban areas. Even in the districts where projects were approved, the Project to CCB ratio was extremely low; 94 to 304 in Faisalabad, 5 to151 in Lahore and 1 to 104 in Narowal. There was a dire need to start advocacy to increase citizen participation for an improved utilization of district development funds in local governments in Pakistan. Furthermore, other citizen entitlements as per LGO 2001 which included Monitoring Committees (MCs), Village & Neighborhood Councils (V&NCs), Union Public Safety Committees (UPSCs) were also dormant.

Support from other cost sharing donors was provided for the implementation of the community empowerment model developed by DTCE under the umbrella of Support to DTCE project with valuable feedback from UNDP, CIDA, DFID, Royal Norwegian Embassy, SDC, USAID and other partners.

Project Performance

The Support to DTCE project has made DTCE as the only organization working with Provincial, District, Tehsil/Taluka, and Union administrations in all four provinces of Pakistan on a wide range of local governance and development issues. Due to Support to DTCE project initiatives DTCE has implemented its community empowerment model in 81 districts, which has produced significant quantitative and qualitative results. Despite changes in governmental policies and regimes, national security risks, and diversity of working environments, the project had continued to successfully bridge the divide between the government, elected representatives and civil society. The current implementation model is the result of extensive consultations with stakeholders and years of experience in the field. The project comprised eight programme components, which were mutually reinforcing and intrinsic to all domains of local governance. The model featured in-built flexibility to condition itself in accordance with new ideas, experiential learning and local needs and aspirations. The Social Audit information continued to provide an ends-oriented evaluation of local governance, public safety, justice, health, education, basic rights, service delivery, and corruption.

In the propagation and subsequent realization of community empowerment across Pakistan, DTCE project was peerless in both its efforts and achievements. The project ventured to pervade all tiers of government, activated all strata of society and influenced prospective stakeholders in an all encompassing mission to create a truly democratic local government system. Having started off as a Devolution Support Program, project remained committed to its original mandate. This commitment drives DTCE to continuously explore new operational tactics to achieve better results and greater impact. Operational dynamism was the key to project survival and success in an environment characterized by radical socio-political shifts as well as changing government and donor priorities. At the strategic level, with the passage of the 18th Amendment, encouraging developments in the country's legislative framework had been met with a discouraging trend in the rate at which provincial governments were/are moving to implement it. At the tactical level, people's willingness to play their part in the institution of a local government system was countered by challenges across the local political, administrative, social, cultural and economic fronts. Having braved the adversities of its environment, DTCE had great strides in furthering devolution reforms across the country. Its key success factors can be described in terms of the strengths and competencies it has developed over the years.

The project continued to leverage a carefully crafted menu of community empowerment components directed to create a local democracy by upholding citizen engagement in different thematic areas including governance, rule of law & access to justice, socio-economic development, media and public safety, on which its components have had significant and discernible impact. Each component of DTCE's model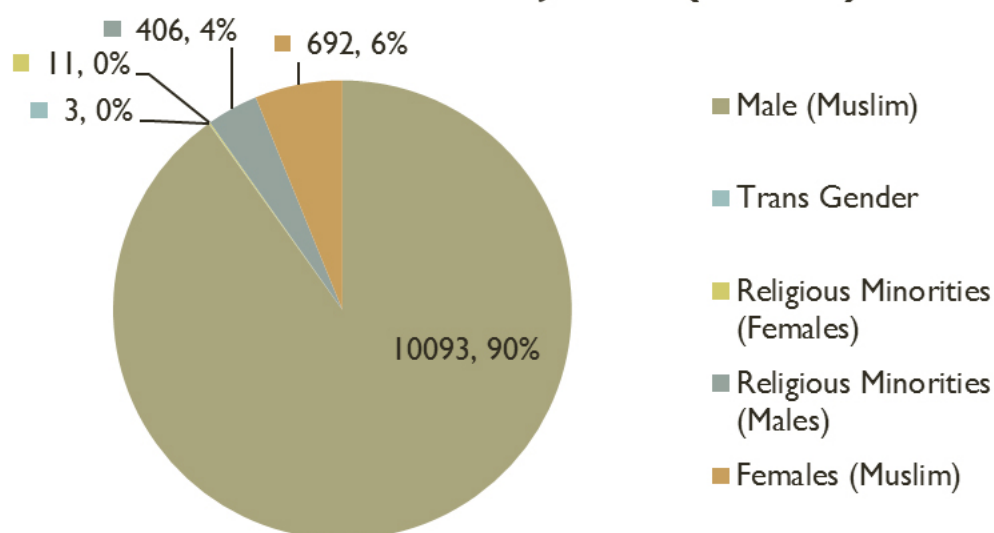 was strategically conceived and implemented to foster interactions and create synergies with other components, creating an conducive environment of primary actors and catalysts working together to create a truly democratic system. These components include Community Mobilization and Networks, Press Clubs, Bar Associations, Village and Neighborhood Councils, Police Community Relations Programme, Media and Communication, Local Council Associations, Flood Relief and Rehabilitation, as well as Building Provincial Government Capacities for the Promotion of Citizen Engagement under New Enactments.

The versatility of Support to DTCE's model can be attributed to the fact that improved governance is a pre-requisite for sustainable development of any kind. Each of project components was designed to push the demand and supply sides of governance closer. The ensuing report presents a quantitative/quantitative analysis of DTCE's progress from year 2003 to 2012 where possible. DTCE's robust operational model had allowed for significant inroads to be made across all programme areas. Due to the Support to DTCE project as an organization DTCE, today has operationalized with 4871 Unions, 316 Tehsils/Talukas, 108 Districts and 375 CSOs.   Over 15,300 community infrastructure projects utilizing over US$ 70.6 million of local government development funds had been executed through CCBs from which over 2.69 million citizens had benefitted across the four provinces. We had enhanced the capacity of over 133800 elected officials, civil servants, lawyers, journalists, social activists, tehsil and district monitoring committee members, government officials and law enforcement personnel to successfully take on their roles in the community empowerment movement.

Our social communications had reached citizenry at the local, provincial and national levels , raising awareness, enriching public discourse and generating public debate on local governance and development. Our advocacy at the federal, provincial and local levels had successfully influenced government policy. Such policy advocacy efforts had culminated in the restoration of local governments, as articulated in the 18th Amendment to the Constitution of Pakistan. The project however had faced various challenges to program implementation, including the uncertain fate of local government ordinances in provinces that attempted to rebuild pre-devolution administrative structures, the nation-wide floods, and a highly unstable socio-political context. Despite these hurdles, the project completed its mandate and the organizations territorial coverage has expanded, now covering 108 districts across Pakistan; more than doubling its geographical locus of operation. Community mobilization efforts were intensified during the period. Citizen Community Boards had been instrumental in advancing DTCE's citizen engagement and community empowerment agenda. These bodies had significantly helped increase citizen engagement with the state and their participation in decision-making. The activation of CCBs had in fact, over the years, brought responsiveness & accountability in the state.

Recognizing the central position that the CCBs occupy in communities, DTCE ensured empowerment of communities

Total CCB Projects (ICED)

- 11, 0%
- 3, 0%
- 406, 4%
- 692, 6%
- 10093, 90%

Legend:
- Male (Muslim)
- Trans Gender
- Religious Minorities (Females)
- Religious Minorities (Males)
- Females (Muslim)

(by catalysing the whole process through stimulation of both the demand and supply side of government services) thereby establishing CCBs in its partner districts, which are registered entities and serve as effective platforms to network citizens' engagement forums through experiential learning, capacity building and social advocacy.

A mechanism to ease registration for all stakeholders was established and implemented effectively which aimed at individual CCB capacity development to effectively elicit deliverables required for formation, registration and access to development funds. This mechanism included partnership with Union level elected representatives to mobilize their community members to organize themselves into CCBs for addressing their development needs. Once formed, CCBs were also trained on Project Cycle Management in order to enable them to access CCB funds reserved with the local governments. At the supply side, concerned government officials were also mobilized and provided trainings on CCB processes for them to be able to serve the communities faster and better. Where development funds were not available e.g. in Balochistan & at union council level, seed funding was also provided to include the deserving communities in development processes. The effectiveness of this model in easing CCB registration is substantiated by the fact that the number of CCBs in DTCE partner districts grew from 6966 to 33931, an overall increase of 487%.

Municipal service delivery was strengthened and citizen participation deepened to the village level through the formation of V&NCs. A total of 1582 V&NCs were formed, out of which 1,359 V&NCs were active in 28 DTCE partner districts which includes reserved seats for women and peasants. DTCE facilitated these V&NCs in the preparation of quarterly work plans against which it received deliverables indicating a willingness and determination amongst community members to assume a central role in the development process. DTCE also facilitated the opening of bank accounts for V&NCs besides investing resources in building their capacities.

Partnerships with Press Clubs and Bar Associations were taken forward in all partner districts. These Partnerships have borne innumerable benefits in terms of creating awareness amongst the masses about their rights and entitlements by law as well as the solutions available to them in case of any violation. On the other hand, DTCE's Media and Communication Strategy has endeavored to work on sensitizing the supply side of governance by creating a hype about the violation of local government laws etc and thereby influencing key stakeholders to prioritize the devolution of political, administrative and financial responsibility; aimed at improved service delivery at the local level and greater transparency.

Local Council Associations were strengthened in the four provinces. The federal and provincial governments continue to delay local government elections and tamper with the provisions of existing laws, such as the Local Government Ordinance of 2001 and the Police Order of 2002 that seek to uphold the basic tenets of a local democracy, without providing new local government legislation which provides genuine political, fiscal and administrative devolution. Furthermore key citizen entitlements that were enshrined in the LGO 2001 such as citizen based development projects, democratic village based groups are often missing. It is in this context of uncertainty DTCE and LCAs undertook the mammoth task of mobilizing people at the grass roots level and opinion leaders to raise their voice against counter democratic developments. The efforts of both DTCE and LCAs have tacitly dovetailed to achieve important milestones in the restoration of a local government system. These efforts have resulted in the retention of Article 140 A in the constitution after the 18th amendment. Article 140 A envisages the devolution of political, administrative, and financial responsibility and authority to local governments. During a short period, LCAs have succeeded in bringing forth many tangible results ranging from obtaining wide spread mainstream political support, winning court cases in support of local democracy, securing the participation of citizenry at the provincial and local levels in pursuit of inclusive governance and socio-economic development, as well as generating grass roots pressure on provincial governments to ensure the primacy of the constitution and uphold rights of the citizenry. The aforementioned objectives have primarily been achieved through the organization of nation-wide awareness raising campaigns throughout the years during which support was gained for a local government system. The expansion of LCAs at the local level was completed in 3,800 Union Councils of

51 districts. The membership of General Assemblies reached 1,095,222 citizens.

Citizen participation in public safety was strengthened through the Police Community Relations programme. During the reporting period, DTCE signed MoUs with District Police Officer (DPO) of 16 districts in all the four province however the focus of operations was Khyber Pakhtunkhwa and Baluchistan. Khullie Kacheris were successfully conducted in 157 union councils of 15 districts, 59,022 citizens including 11,747 females had participated in KKs where citizens expressed their concerns and grievances with regard to public safety. In addition, numerous challenging issues that were identified throughout the process having bearing on the success of this module were highlighted and presented to the relevant authorities for action. A new version of Police Stations Monitoring System (Version 2.0) was installed at various Police Stations and then linked to the DPO office.

DTCE responded quickly and decisively to nation-wide floods. Relief and early recovery activities were undertaken for floods of 2010 and 2011. 277 community driven projects were undertaken in 10 flood affected districts to benefit flood affected communities through CCBs.

Progress from January to May 2012

During 2012 a total number of 401 female/mix CCBs were formed. Of these 83 CCBs were marginalized. PCM trainings were held for 1,678 CCBs. The participants of these workshops were 3,396 of which 724 were women. Ample facilitation was provided to Citizen Community Boards (CCBs) in project formulation and approval. Over 500 Projects were prepared, finalized and received by DTCE, after scrutiny funds were released to 226 CCBs. DTCE had received deliverables against 1,376 workplans of V&NCs. A mass awareness campaign was launched by the LCAs in the country to restore local government system in the country. DTCE provided full support to the LCAs for this mandate. In this regard, awareness meetings were conducted by the LCAs in 25 project districts. The general bodies of these LCA have been expanded and 346,111 new members have joined these LCAs in these 25 districts.

Technical Resource Center (TRC) at Local Government Departments of Sindh, Balochistan and KPK are operative and update their records on regular basis. During the reported period, 259 Khulli kacheries in 87 UCs were conducted successfully in six districts of Malakand Division and seven districts of Baluchistan. Total 21,537 participants (male & female) attended the Khulli kacheries. During the reported period, 16 Community Empowerment Roundtables (CERTs) were conducted by partner Bar Associations. Partner District Press Clubs published a total number of 35 news items and articles.

Overall Progress of the Project

Output	Target	
1. Capacity building of all the stakeholders and partners to ensure successful implementation and sustainability of DTCE	1.1 Signing of MOUs with Provincial Governments, partner districts, Tehsils, Unions, Press Clubs and Bar Association, for execution of work plans aiming at the promotion of citizen participation;	
	1.2 Capacity development Monitoring Committees, Legal Aid Committees, Press Committees, to provide tech. assistance to the CCBs & other partners at village, union, tehsil and district levels;	
	1.3 Capacity development of LGs (Dist, Teh. & Union) through CCBM trainings and number of citizens including female councilors trained in DTCE partner districts;	
	1.4 No. of CCBs receiving PCM training and submitting proposal for local government funding in target districts;	
	1.5 Ground Assessments conducted including Stakeholders Social Capacity Assessment, Administrative Assessment of Local Councils, and Essential Action Assessment for Citizens Participation and Community Development ;	
	1.6 Policy advocacy at national, provincial and local levels through capacity building, consultative workshops, seminars and conferences;	

Achievement

1.1   4 MOU's were signed with provincial governments (1 with each provincial government), 45 with district governments (11 in Baluchistan, 18 in Khyber Pakhtoonkhwa, 9 in Punjab and 7 in Sindh), 155 with Tehsil governments (34 in Baluchistan, 38 in Khyber Pakhtoonkhwa, 43 in Punjab, 40 in Sindh) and 2449 with Union council governments (231 in Baluchistan, 702 in Khyber Pakhtoonkhwa, 1189 in Punjab, 327 in Sindh). In addition to these DTCE has also signed MoU's with 52 Press Clubs (13 in Baluchistan, 19 in Khyber Pakhtoonkhwa, 9 in Punjab, 11 in Sindh) and 40 Bar Associations (8 in Baluchistan, 16 in Khyber Pakhtoonkhwa, 9 in Punjab, 7 in Sindh) in its target districts.

1.2   104 Trainings were given to Tehsil Monitoring Committees Trainings 1505 personnel (1505 males), 25 trainings were provided to District Monitoring Committees training 676 personnel   (676 males), whereas 13 trainings were provided to press and bar trainings 540 members (532 males, 8 females).

1.3   37 trainings were conducted for EDO's, DO's and TMA officers for their orientation on CCB's in which 333 personnel were trained(333 male), 78 trainings were conducted for them regarding planning and budgeting in which 1288 personnel (all males) were trained. Also 2114 trainings were conducted for CCB mobilization training a total of 53,137 personnel (45,507 males and 7630 females).

1.4   Training workshops were conducted to impart Project Cycle Management skills to CCBs in which 12,202 CCBs were trained. The total number of personnel trained were 22,939 (19510 males and 3430 females)

1.5   3 cycle s of social audit were conducted in 2005, 2010 and 2011 as well as 3 studies were on "Impacts of Citizen Entitlements on Social Exclusion", "The Dynamics and Functionality of Village and Neighborhood Councils" and "An Impact Assessment of Local Finance Framework" were conducted.

1.6   Policy advocacy workshops were conducted for press, bar and general public. 15,285   personnel (13721 males and 1564 females) attended these workshops

2. Effective Community Participation in local governance	2.1 Promotion, Formation, Capacity building and institutional support to citizen engagement forums including CSOs, V&NCs and CCB Networks in partner districts	
	2.2 No. of CCBs established in target districts and number of members	
	2.3 No. of CCBs with minimum 33% female members established in target districts	
	2.4 No. of copies of CCB registration guidelines in English, Urdu and regional languages published and disseminated	
	2.5 District/tehsil development budget for CCBs disbursed in target districts	
	2.6 Women and socially excluded are able to access public funding through CCBs (Qualitative Assessment)	
	2.7 No. of districts establishing One-Window Operation for CCB project facilitation in target districts	
	2.8 No. of CCBs representing women and socially excluded in DTCE partner districts receiving technical support and funding	
	2.9 DTCE participation in social communication and respect for rights and improve services through public safety	
	2.9.1 Implementation, expansion/consolidation of Police Community Relationship Program in the with special focus on northern districts of Balochistan and post conflict districts of Malakand Division for promotion of public safety through citizen engagement. Formation of UPSCs & DPS-PCC, establishment of PSMS and holding of KK in targeted districts.	
	2.9.2 Implementation of media and communication strategy of DTCE through dissemination of information on local governance issues through print and electronic media and other formal and informal communication channels	
	2.9.3 Establishment of interactive databases and response centres for reaching out to the masses for dissemination of information and collecting feedback on local governance issues	
	2.10 No. of legal and advocacy support provided to CCBs in DTCE partner districts through Bar Associations and nature of issues raised at and resolved through CERTs	
3. Promotion and assistance to voluntary associations of local nazims and councilors at district tehsil and union levels	3.1 Formation, promotion, capacity building and provision of technical/ institutional support of Local Council Association at national, provincial, district, tehsil and union levels for the projection/advocacy of local government issues at national, provincial district levels and union levels;	
4. Support to Flood Early Recovery	4.1 Number of citizens provided with food packages in targeted flood affected districts and Number of community identified projects completed through CCBs in targeted districts	

2.1   1582 VNC's were formed and 62 CCB Networks were formed in 26 districts. 35 trainings were conducted for these CCB networks training 945 personnel (717 males and 228 females). ToT's were conducted regarding PCM, CCBM and VNC trainings in which a total of 945 personnel were trained (676 males and 169 females)

2.2   33,931 CCBs in target districts recruiting 848,275 personnel.

2.3   3785 CCBs with minimum 33% female members were established in target districts

2.4   75,748 copies of CCB registration guidelines in English, Urdu and regional languages were published and disseminated.

2.5   US$ 70.6 million District/Tehsil development budget for CCBs was disbursed in target districts

2.6   Without ICED Programme interventions; assistance in the forms of awareness raising, capacity building, technical assistance, and especially seed financing, the prospects of community development projects undertaken by socially excluded groups would have been negligible at the least.

2.7   One-Window Operation was established in 26 districts for CCB project facilitation in target districts.

2.8   768 CCBs representing women and socially excluded in DTCE partner districts received technical support and funding.

2.9   DTCE participation in social communication and respect for rights and improve services through public safety

2.9.1   239 UPSC's were formed. 157 UC's benefitted from khulli katcheris, 59,022 people (11,747 females) attended these katcheris and 1659 issues were raised out of which 1409 have been resolved.

2.9.2   55 LCIN programmes were run, 126 nationwide campaigns were run, thematic talk shows were broadcasted on 11 national news channels and 26 documentary films were developed and aired on all major news channels. 6467 News Clippings and 202 news articles were also printed through local press clubs.

2.9.3   More than 400,000 contact numbers have been entered in the CEIMS with more than 250,000 valid mobile numbers. More than 200,000 persons were contacted through DTCE's IVR system.

2.10   207 (CERTs) were conducted with 7692 participants (657 females). Nature of issues raised in CERTs were related to the release of the development funds or subsequent installments by the district governments. Other issues include Law & Order situation, police interference in local government systems halting several development projects.254 articles published on legal and advocacy support.58 press committees trained. Resolution rate of 68% achieved through direct advocacy, legal notices and cases

3.1   LCA formed in 3800 unions of 51 districts comprising of 1,095,222 members (870,713 males & 224,509 females). Capacity was build of 38,626 persons (35300 males and 3326 females). DTCE had provided technical/institutional support to these Local Council Association at national, provincial, district, tehsil and union levels for the projection/advocacy of local government issues

4.1   277 projects engaging 6,925 persons with 339,663 beneficiaries (145,292 males, 157,042 females and 74,966 children). Also food packages were distributed to 118719 persons (58100 males and 60619 females)

5.Institutional Capacity Building of DTCE and Program Support	5.1 Operational, management, oversight and accountability systems and procedures of DTCE designed, tested and finalized	
	5.2 Work team at headquarter & Field Operational Teams recruited, trained and functionalized	
	5.3 Organization of Board of Directors and cost sharing donors meetings;	
	5.4 Information, Monitoring and Evaluation System established and field tested	
	5.5 Preparation of annual and quarterly financial/ progress reports; processing of quarterly advance request to UNDP	
	5.6 Procurement of expendable and non-expendable equipment	

Impact Analysis

» Citizen Community Boards have been instrumental in advancing DTCE's citizen engagement and community empowerment agenda. These bodies, their creation and operationalization facilitated by DTCE, have helped increase citizen engagement with the state, ensuring their participation in decision-making and increasing their access to local government resource in Pakistan. The activation of CCBs has, over the years, bred responsiveness and accountability in the state. DTCE has supported the creation of at least 33308 CCBs nationwide; enabling the participation of up to 8,32,700 people in local government development decisions; the approval and execution of at least 15155 new community projects, while unlocking over PKR6016.36 million of unutilised local government development funds for community development. The programme continues to support the injection of millions of rupees into the economy as a result of the financing CCB projects.

» Individual Citizen Community Boards by virtue of their small size and lack of access to financial resources and technical support often find themselves incapacitated to perform their functions necessitating the creation of CCB Networks. These Networks provide a platform to Citizen Community Boards to raise their concerns and have their problems addressed. They also ensure that socio-economic development work initiated and implemented by various small scale CCBs correspond with each other in terms of timelines and development priorities. With CCBNs in place, development in any one area will not be very different from sister areas. In other words, these Networks ensure consistent development priorities and progress in each district. Through CCBNs individual CCBs draw inspiration from each other's work and are able to share intellectual capital among other things. On the other hand, these Networks also create healthy competition, encouraging CCBs to outperform their counterparts.

» The impact of DTCE's efforts to engage local media in the advancement of its community empowerment and citizen engagement agenda has borne innumerable benefits in terms of creating awareness amongst the masses about their rights and entitlements by law as well as the solutions available to them in case of any violation.

» The bar component of DTCE's community empowerment model as well as its sub-components and offshoots, including Legal Aid Committees, Community Empowerment Desks and Roundtables have successfully helped restore rule of law by enhancing citizens' access to justice which is an important aspect of good governance. With the help of DTCE's targeted efforts, the expeditious resolution of legal matters confronting citizens, even in the remotest areas, will go a long way in creating confidence and building trust between the citizen and the state; a relationship that has borne the brunt of mistrust for some time now. The most significant achievement of this component is however the engagement of citizens in the redressal of their own grievances through Community Empowerment Roundtables.

» Through Village and Neighborhood Councils DTCE intensified its community empowerment and citizen engagement efforts by implementing it at the village level through elected bodies which not only served to create ownership of subsequent activities but also inculcate a truly democratic culture where people participate in local decision making and socio-economic development through representatives of their choice. Like CCBs, V&NCs are community mobilization tools. These Councils are a true manifestation of devolved political, financial and administrative responsibility.

» Community policing is a public safety strategy, advocated by the PCRP in order to facilitate systematic partnership between the community and police. The ultimate goal of the programme is to enhance public safety through engaging people and the police in the resolution of communal issues. The first short term aim of the programme therefore, is to develop a sense of realization that open forum discussions are necessary

5.1   DTCE Operational, management, oversight and accountability systems and procedures of were designed, tested, finalized and implemented during the project life;

5.2   DTCE takes pride in its current talent pool of highly trained, motivated and professional   staff with significant experience and marked proficiency in the fields of social mobilization, capacity development, program management along with media and communications. To further enhance the competitive advantage that DTCE employees have over other organizations employees, periodic trainings were conducted across all levels, valuing the significance of the trainings of staff for organizational and institutional capacity building.

5.3   DTCE Organized 26 meetings of Board of Directors and cost sharing donors;

5.4   DTCE had designed and implemented a robust Information, Monitoring and Evaluation System

5.5   During the project life DTCE has submitted 10 Annual Progress Reports, 27 Quarterly Progress reports, 10 Annual Work Plans and 36 Quarterly Work Plans.

5.6   Expendable and Non expandable equipments including vehicles were procured as per requirement of the project. For the sustainability of DTCE at the end of the project these equipments were provided to DTCE as grant.

to bridge the gap that exists between the community and the police. To serve this purpose, questionnaires are administered at the end of Khullie Kacheri. The primary aim of these surveys is to identify the main issues that communities encounter with the way the police conduct themselves. Data gathered from these questionnaires reveals reasons behind the lack of trust that characterizes the relationship between the community and the police.

» The results of the post PCRP public perception survey in Khyber Pakhtunkhwa revealed that residents were more satisfied with police redressal of public grievances compared to the survey conducted earlier which indicated dissatisfaction with the same.

» DTCE has expended time and resources to engage national media in the advancement of its community empowerment and citizen engagement agenda; an intervention that has borne innumerable benefits in terms of creating awareness amongst the masses about their rights and entitlements by law as well as the solutions available to them in case of any violation. On the other hand, DTCE's Media and Communication Strategy has endeavored to work on sensitizing the supply side of governance by creating a hype about the violation of local government laws etc and thereby influencing key stakeholders to prioritize the devolution of political, administrative and financial responsibility; aimed at improved service delivery at the local level and greater transparency.

» Local Council Associations are actively lobbying for the institution of a local democracy in Pakistan. The efforts of both DTCE and LCAs have tacitly dovetailed to achieve important milestones in the restoration of a local government system. Having pervaded all tiers of government, their unrelenting interventions have resulted in the retention of Article 140 A in the constitution after the 18th amendment.

» During a short period, LCAs have succeeded in bringing forth many tangible results ranging from obtaining wide spread mainstream political support, winning court cases in support of local democracy, securing the

participation of citizenry at the provincial and local levels in pursuit of inclusive governance and socio-economic development, as well as generating grass roots pressure on provincial governments to ensure the primacy of the constitution and uphold rights of the citizenry.

» It bears reiteration that DTCE continues to strengthen both the demand and supply sides of governance. In this context DTCE has also diverted some resources to building capacities and activating provincial governments; which in the absence of a local government system are the lynchpins between the federal government and the individual citizen. DTCE continues to build provincial government capacities across Pakistan. However, these capacity building measures are geared to promote the restoration of a functional government system which is an impending reality given the recent intensification of efforts by DTCE, key stakeholders and other zealous proponents of devolution.

Flood Affected Community Engagement for Recovery (FACER) Project

No of Tehsils	No of Union Councils
Start and End Date:	July 01, 2011 to December 31, 2012
Award ID:	00078939
Description:	Flood Affected Communities Engagement for Recovery (FACER)
Donor:	UNDP through cost sharing from EU
Implementing Partners:	Devolution Trust for Community Empowerment (DTCE)
Total Project Budget:	US$ 4.5 million
Total Budget Utilized in Period Covered:	US$ 4.5 million
Expected Project Outputs:	**Output 1:** Restore access of citizens to public services through One Window Operations facilities, including desks at district, tehsil and union council levels for citizens to have lost documents re-issued. » No. of OWO facilities established at the district, tehsil and union council level for reissuing lost documents including death, birth, marriage certificates, CNICs, land titles and licenses. **Output 2:** Support the re establishment of community organizations, including women's groups, to restore social cohesion and promote citizens participation in planning and decision-making » No of community organizations restored » No. of citizens involved in planning and decision making processes » No. of citizens including women and socially excluded benefited from CCB projects **Output 3:** Establish citizen protection desks at local courts and bar associations to provide legal aid » Percentage of complaints submitted by citizens, women and marginalized resolved by Citizen Protection Desks (CPD) established by District Bar Associations

INTRODUCTION

The 2010 nationwide floods had caused unprecedented devastation in all four provinces of Pakistan. The floods had wreaked havoc upon lives, incomes, agriculture, homes, and most other things required for a normal and functioning society. As a result the federal, provincial, and local governments along with international and national donors/NGOs had made various early recovery, rehabilitation, and reconstruction efforts. However, more concerted efforts was needed to provide assistance to local institutions to restore basic services such as provide official documentation that was critically needed by the flood affected citizens and vulnerable groups to access and receive their entitlements. The floods had caused disruption and damage to public and local institutions infrastructure, equipment, supplies, and total loss or damage to official records had severely affected the local administrations ability to provide documentation such as birth, death, marriage and education certificates, property documents, national identity cards, etc.

The social cohesion and citizen's empowerment through citizen participation in the planning and development processes had also been negatively impacted due to the massive socio-economic disruption brought on by the floods. As citizens living in flood affected were preoccupied with restoring normalcy to their lives as their top most priority, they was thinking in individual or family terms especially for women and other socially excluded members, the overall greater social cohesion at the local levels had lost its vitality and strength and hence the greater need to revitalize and re-establish the local social capital in the form of community organizations was required.

Access to legal rights had always remained elusive to the vulnerable and poor and in the wake of the floods, disputes ranging from property to damage repayments are abound to rise as well as the need for citizens to exercise their legal rights so that they may access their much needed entitlements.

Due to the floods, the local infrastructure pertaining to key services and basic necessities was damaged and/or destroyed completely as well as affecting social cohesion

amongst citizen based organizations and especially women and other socially excluded groups. Affected communities can only be fully rehabilitated and returned to normalcy through restored capacities of local institutions and citizens based groups and their inclusive participation in restoring basic community infrastructure and services as well as exercising their legal rights and entitlements. Most of the assistance that was provided till the start of the project was in the shape of immediate flood relief in terms of temporary shelter, food, and medication. There was an immediate need to progress to the next stage where reconstruction, rehabilitation, and restoration of basic services, rights, and entitlements can commence. Based on these immediate requirements UNDP had initiated the Early Recovery (ER) program that was undertaken in all the 29 districts of in all the four provinces and Azad Jammu & Kashmir. The program was implemented in two districts of Baluchistan, 10 districts of KP, nine districts of Sindh and eight districts of Punjab.

Project Performance

This program had served to set in place an immediate result oriented transition from flood relief activities to early recovery phase. This was accomplished by government and communities working together to fulfill demands expressed by communities. MOUs entailing roles and responsibilities, activities, and deliverables related to the overall program were signed with local governments and Civil Society. DTCE had addressed all the three strategic level objectives/outputs with major focus on strategic output 1 (Capacities of local institutions and flood-affected communities for recovery and protection of rights restored) whereas the strategic outputs 2 (livelihoods of vulnerable of flood affected people stabilized and restored) and 3 (Basic and critical community infrastructure and services restored) were also addressed through community level CCB projects by leveraging local government counterpart funding available in the form of reserved CCB development funds with district governments and tehsil administrations.
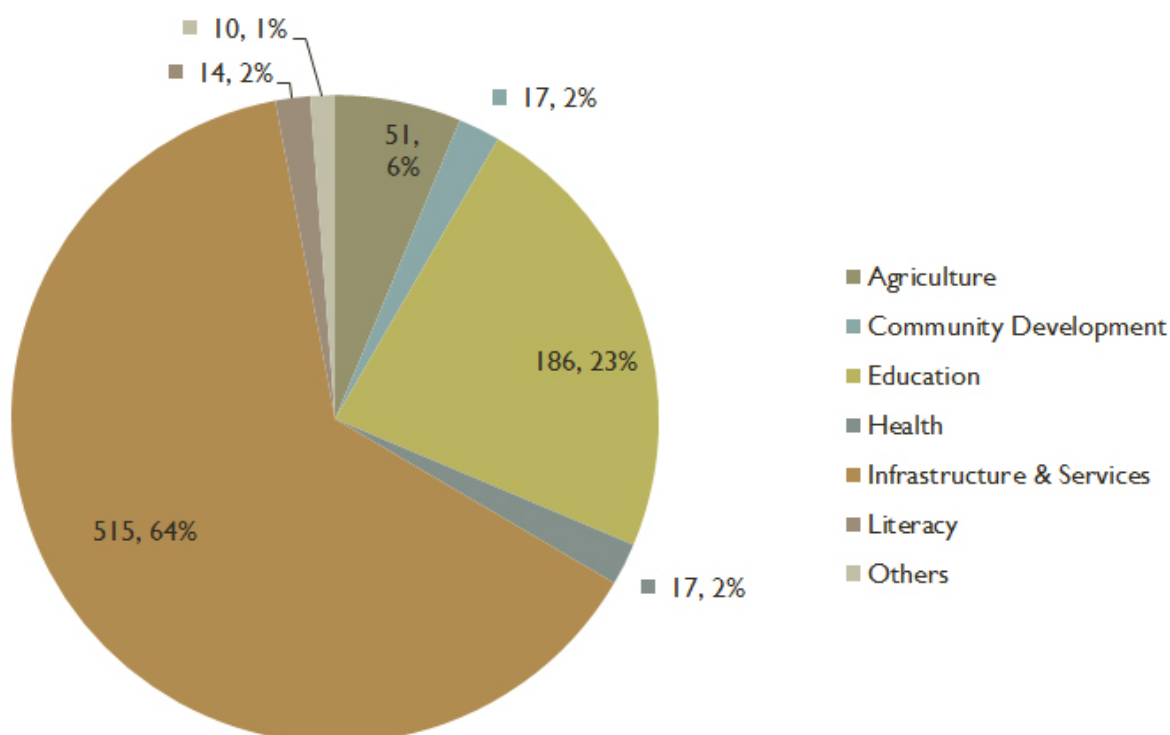
Total CCB Projects (FACER)
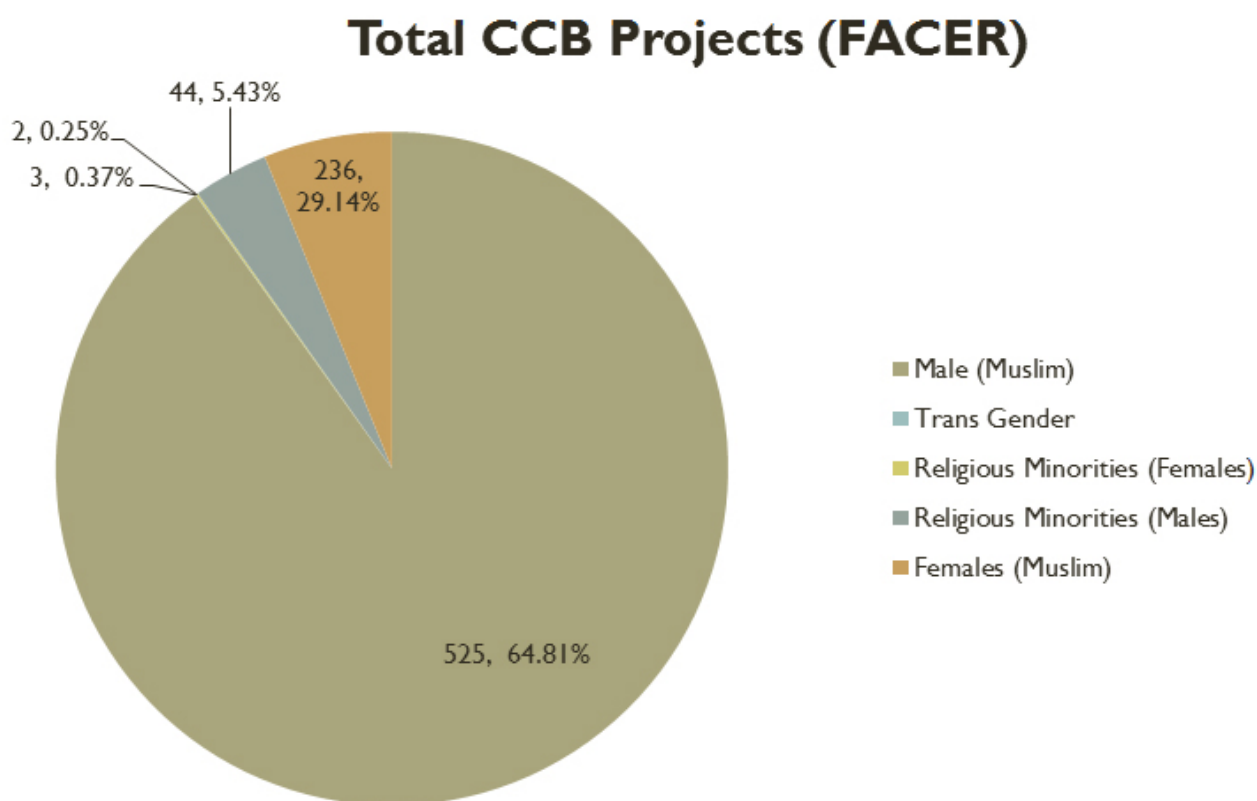
By utilizing CCBs as the conduits for re-establishing local social cohesion, this approach resulted in an inclusive planning and decision making process that was based upon the participation and needs of the communities. By the use of this methodology the program obtained sustainable and immediate impacts which resulted in kick start of the delivery of basic services such as health, education, WASH, and livelihoods with the involvement of local social capital available at the grass roots level. To benefit the vulnerable special focus was given to women and socially excluded members and/or beneficiaries. About 66943 citizens (including 17028 females) had participated in Local Stake Holder Assemblies organized in 630 Union Councils of 29 target districts. Capacities of about 3741 citizens including (1041 females) were built on project cycle management. As a result of these trainings 810 community development projects were executed benefitting about 0.5 million households and about 1.4 million citizens including 0.73 million females.

The establishment and functioning of OWOs had allowed flood affected particularly marginalized and vulnerable groups

(women, minorities and very poor) to obtain their lost official documents and avail their rights, services, and entitlements. DTCE in collaboration with the district, tehsil, and union administration had setup OWOs facilities in program intervention areas. OWOs addressed two major issues, firstly, provide legal record and documentation such as birth, death, marriage certificates and facilitate CNICs from NADRA. Secondly the district and tehsil OWOs als o served CCBs to provide assistance on their project processes through information, documentation and preparation of cost estimates, forwarding of project proposals to the concerned department and getting project approvals from the district/tehsil administrations. The OWO at the district level also served as an information hub for the entire district which includes consolidation of information from tehsil and union OWO. OWO were established in 28 Districts, 77 Tehsils and 620 Union Councils. Out of 27102 complaints lodged for lost documents, 25940 documents including 3868 for females were reissued. The success ration in this regard is 96%. OWOs had also supported over 1000 CCB projects in project formulation and approval processes out of these 810 projects were funded by DTCE through FACER project.

Sector-wise Breakdown of Projects (FACER)

- 10, 1%
- 14, 2%
- 17, 2%
- 51, 6%
- 186, 23%
- 515, 64%
- 17, 2%

Legend:
- Agriculture
- Community Development
- Education
- Health
- Infrastructure & Services
- Literacy
- Others

To restore and enhance flood affected citizens access to their legal rights, DTCE established legal desks called the "Citizen Protection Desks" (CPD) at the district Bar Association that had provided free legal assistance especially for women and socially excluded communities in the early recovery. The OWOs at district, tehsil, and union level had received complaints from the communities related to hurdles and infringements related to denial of their rights and entitlements. Whereas the CPD helped support resolution of issues through legal support. MoUs were signed with 29 District Bar Associations and 29 CPDs were established. Legal Aid Committees were also notified in 28 districts comprising of about 120 members.

197 issues were brought in a collective manner during Community Empowerment Roundtables (CERTs) held at the district level at CPDs with the participation of representatives communities from district, tehsil and union councils. 54 CERTS were held and 1876 citizens including 190 females attended the events.

This methodology substantially reduced the cost burden of the affected people especially the marginalized in obtaining their rights and priorities. Most of the complaints/issues raised in CERTS so far were of general nature and the same were discussed and effective strategy was deliberated upon to deal with them appropriately.

This program strategy and methodology of utilizing local social capital in the form of CSOs, CCBs, Press Clubs, Bar Associations, and local government administrations resulted in the sustainability and maximum utilization of local resources, structures and inputs. Furthermore, the local capacities were enhanced as well as public private linkages were strengthened to allow inclusiveness in planning and enhanced social cohesion.

Overall Progress of the Project

Output	Target	
1. To restore access of citizens to public services through one window operation facilities, including desks at district, Tehsil and Union Council levels for citizens to have lost documents re-issued.	1.1 No. of OWOs facilities established at the district, Tehsil and union council level. 1.2 Inter-departmental coordination mechanism between various local government offices and OWOs established. 1.3 Lost documents re-issued to the affected communities, women and socially excluded. 1.4 Increased awareness amongst stakeholders on ER program. 1.5 Capacities of OWO staff built.	
2. To support the re-establishment of community organizations, including women's groups, to restore social cohesion and promote citizens participation in planning and decision making.	2.1 No. of MoUs signed with districts, Tehsils and union councils. 2.2 No of partner organizations whose capacities has been built in ER program implementation. 2.3 Formation of monitoring mechanisms. 2.4 Social capital assessment surveys conducted in 29 districts. 2.5 Union level sectoral classification of schemes based on need prioritized by local stakeholder's assembly. 2.6 No of citizens involved in planning and decision making processes. 2.7 No. of CCB projects (Male/Females) identified/ executed and No of citizens benefitting from these projects including females. 2.8 No. of PCM trainings and No of male/female trained in Project Cycle Management.	
3. To Establish Citizen Protection Desks at local courts and bar associations to provide free legal aid.	3.1 No of MoUs signed with district bar associations and with district press clubs. 3.2 No of CPDs established at district bar associations. 3.3 Formation and capacity building of members of LACs and Press Committees. 3.4 No of CERTS held and % of complaints submitted by citizens, women and marginalized resolved free of cost.	

Achievement

1.1   OWOs facilities established in 28 districts, 77 Tehsils and 620 union councils

1.2   In all the places, where OWOs have been established Inter-departmental coordination mechanism has been put in place.

1.3   Total 27,102 complaints regarding lost documents were received out of which 25,940 lost documents have been reissued these also includes 3868 for females.

1.4   In order to make stake holders aware of the ER program, awareness raising campaigns in the shape of local stakeholder assemblies were organized in 630 Union council, media campaigns were also organized that includes press forums in 23 districts in which 2387 households including 246 females participated.

1.5   Capacities building workshops were conducted for over 700 staff members of OWO.

2.1   MoUs were signed with 28 districts, 77 Tehsils and 620 union councils.

2.2   56 CSOs have been engaged for ER and IME activities in all the 29 districts. Capacity was build for about 154 personnel including 19 females on ER and IME activities.

2.3   Monitoring mechanisms were formed and monitoring of activities were undertaken by   DTCE and IME CSOs at the local level. Out of total 810 projects about 480 (59%) were monitored. Similarly 150 capacity building workshops were also monitored.

2.4   Social capital assessment surveys were conducted in 27 districts, 83 Tehsils and 593 Union Councils.

2.5   Local stakeholders' assemblies have been conducted in 630 union councils wherein 66,943 people including 17,028 females participated. The communities had identified three   schemes based on their priorities.

2.6   Over 684000 (over 97000 Households) citizens were involved in planning and decision making processes.

2.7   Total 810 small scale projects including 238 female CCB projects were executed. 1.44 million Citizens including 0.73 million females had benefitted from these projects.

2.8   152 PCM trainings were held in which 1570 CCBs including 414 females, 2 Handicap and 35 Religious Minorities CCBs had participated. Total 3,741 participants including 1041 females and 78 Government Officials attended these trainings.

3.1   MoUs signed with 29 district bar associations and with 27 press clubs.

3.2   29 CPDs established at district bar associations.

3.3   LACs were formed and capacitated in 28 districts comprising of more than 120 members. Press Committees were formed and trained in 27 districts having more than 130 members.

3.4   54 CERTS were held in 22 districts. 1876 citizens including 190 females participated in these CERTs. Most of the complaints/ issues raised in CERTs were of general nature and the same were discussed and effective strategy was deliberated upon to deal with them appropriately

Project Beneficiaries:

The project carried out different interventions in 620 UCs of 29 districts. The total population of these UCs with average population size of 22,000 per UC is around 13.64 million. The nature of interventions includes CERTs, LSAs, PCM Trainings, CCB projects, OWOs, CPDs & Press Forums. The total number of beneficiaries of all these interventions was 2.16 million. From among all the interventions, the largest base of the beneficiaries pertains to the CCB projects which are around 1.439 million (67%). In terms of the population coverage of 620 UCs, the project interventions have benefitted 10.55 %. The details benefitting population is appended below.

Total FACER Project Beneficiaries
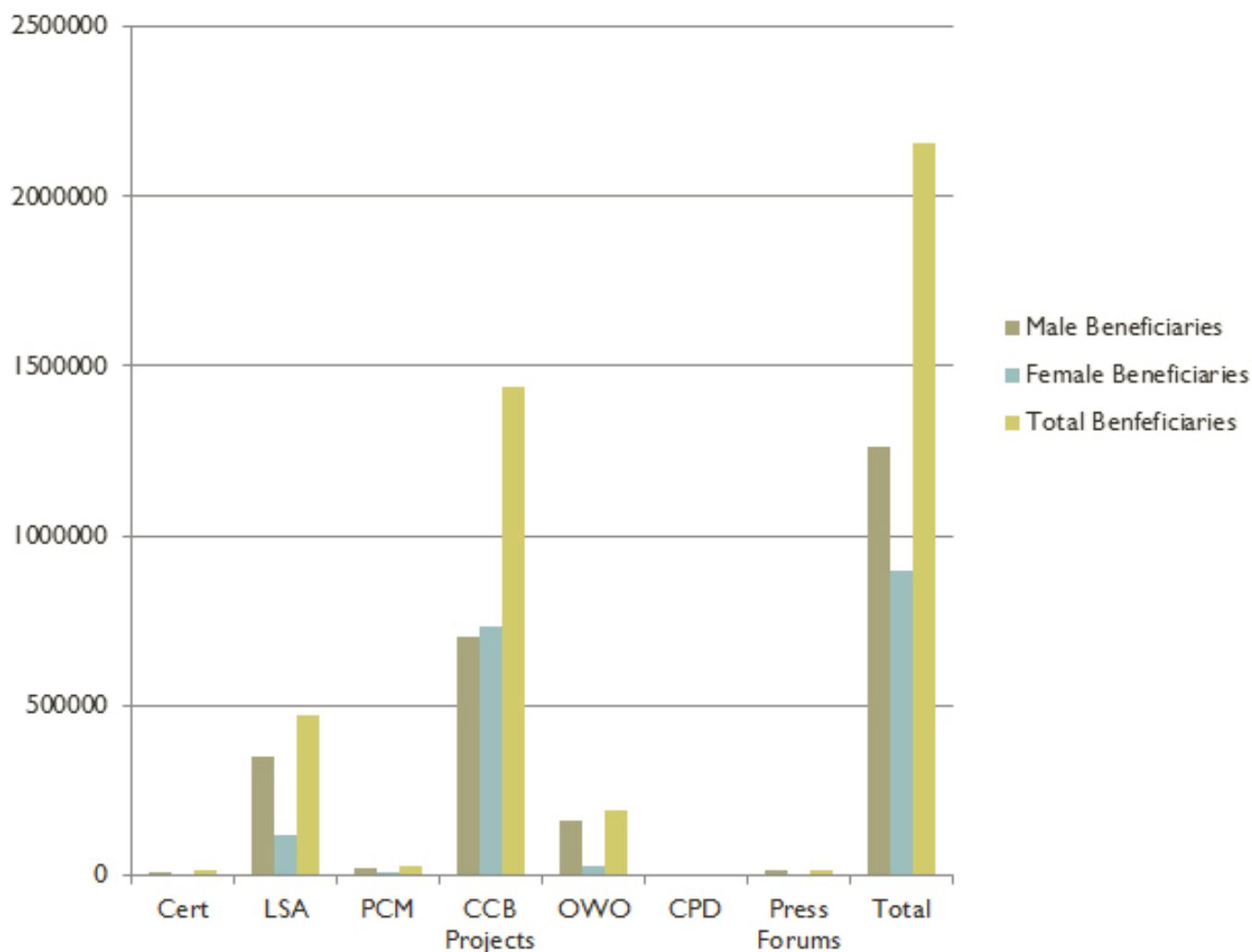
Cost Benefit Ratio

The project has spent US$ 4.5 million which has benefitted 2.16 million citizens and with this level of investment per beneficiary cost incurred is around US$ 2.09. At prevailing conversion rate it is around Rs.208 per beneficiary or Rs. 1,461/- per household with average size of a HH comprised of 7 persons. DTCE was able to derive ample benefits of social development and rehabilitation in the flood affected areas at a very nominal direct and indirect cost.

All 29 Districts Component wise total beneficiaries	Component	Male	Female	Total	Male	Female	Total
		Represented House Holds			Represented Population		
	Community Empowerment Round Tables (CERTs)	1,686	190	1,876	11,802	1,330	13,132
	Local Stakeholder Assemblies (LSA)	49,915	17,028	66,943	349,405	119,196	468,601
	Project Cycle Management (PCM) Training	2,700	1,041	3,741	18,900	7,287	26,187
	One Window Operations (OWO)	22,910	4,192	27,102	160,370	29,344	189,714
	Citizen Protection Desks (CPDs)	155	62	217	1,085	434	1,519
	Press Forums	2,141	246	2,387	14,987	1,722	16,709
	Community Development Projects	100,652	105,051	205,703	704,563	735,356	1,439,919
Total		180,159	127,810	307,969	1,261,112	894,669	2,155,781

Sustainable Development in Malakand through Peace Building, Improved Governance and Economic Recovery (PEACE)

SUSTAINABLE DEVELOPMENT THROUGH PEACE BUILDING, GOVERNANCE & ECONOMIC RECOVERY – MALAKAND DIVISION (PEACE) PROJECT SNAPSHOT	
Start and End Date:	August 2010 to February 2012
Award ID:	00074261
Description:	Improved State-Citizen Interface in Local Governance in Malakand (Sustainable Development through Peace Building, Governance and Economic Recovery in Malakand)
Donor:	UNDP through cost sharing from EU
Implementing Partners:	Devolution Trust for Community Empowerment (DTCE)
Total Project Budget:	US$ 775,000/-
Total Budget Utilized in Period Covered:	US$ 775,000/-
Expected Project Outputs:	1. Community based citizens groups and networks established for effective state-citizen dialogue 2. One Window Operation service at appropriate local government level established 3. Citizen Feedback database established to monitor services provided 4. Seed funding through small grants to restore social services

INTRODUCTION

In 1969 Malakand Division was formed from the princely states of Swat, Dir and Chitral. Malakand division now consists of following seven Districts i-e Buner, Chitral, Lower Dir, Malakand, Shangla, Swat and Upper Dir. Surrounded by high hills densely covered by pine and other trees, the scenic Malakand division is also known for a number of great saints. Though the majority of the population is descended from the Yousufzai tribes, Malakand is also home to other ethnic groups as well as religious minorities, including Sikhs and Hindus.

The total area of Khyber Pukhtoonkhwa province is 100200 Sq.km. Malakand Division is one third of province having a total geographical area of 29872 sq. km. lies between 35-30-0 N latitude and 72-0-0 E longitude. It is bounded on the North and West by Afghanistan border, on the South by District Mardan and Swabi, and on the East by District Mansehra, Battagram and Northern Areas.

During the military operation phase, most of the districts of Malakand Division bore the brunt of the military operation and subsequently suffered infrastructure and local economy damage and disruption as well as massive displacement of refugees. Today due to the combined efforts of the government, military, donors, NGOs, civil society and local citizens, Malakand Division is recovering steadily and the prospects for the future look better as many national and international agencies remain engaged in providing basic services and facilities to the inhabitants of the area.

The Sustainable Development through Peace Building, Governance and Economic Recovery in KP had taken a holistic view of the possible governance deficit arising from conflict-like situations, Conflict impacts institutions that were critical for governance functions, which include local government institutions, civil society organizations, judiciary and the security apparatus. It, therefore, emphasized the need for a focus on governance in the process of relief and recovery cautioning that in the process of relief and recovery, the governance impact of violent conflict often gets neglected during reconstruction efforts with the argument that re-building responsive institutions and building confidence through participatory processes take time.

The large amount of resources that were channeled towards recovery needs were to involve the communities in influencing decisions that affect their lives. Empowering communities to identify their needs, decide on projects to address these needs, manage resources and contracts, monitor implementation, and evaluate outcomes from the outset was more robust model for sustainable growth than one that leaves local decision-making for an undefined "later". Community led reconstruction involves decentralization, i.e., the transfer of decision-making and fiscal authority to lower level institutions; and participation, which aims to build a partnership between the population and the administration around local planning and project implementation. Dedicated women and men community

organizations have proved useful in prioritizing and targeting interventions to benefit a larger cross section of the population.

It is in the above backdrop that the component on 'Strengthening Local Governance' was made part of the programme framework. This governance component had two sub-components: a) improved participatory governance and b) institutional strengthening and rule of law. These two pillars had increased the community's role in governance both through stimulating and articulating demand for participation and supporting the capacity, structures and systems of local governance to incorporate and respond to citizen participation/ feedback in local planning and development. Working on both sides of the equation was essential for genuine citizen participation and to stimulate and promote people-centered local planning and public feedback-for improvement of service delivery.

Under this project DTCE had worked on the "output 8" Community participation in efficient and effective planning and implementation of the governance component of the Peace and Development programme.

PROJECT PERFORMANCE
The end of the project marks great success of DTCE operations in the Malakand division despite volatile law and order situation in the field. DTCE has made commendable progress across all programmes.

DTCE built direct partnerships with District Administrations, Police, Village and Neighborhood Citizen Groups (V&NCGs), Local CSOs, Press Clubs and Bar Associations. During the project period total 202 community development projects were approved and initiated by V&NCGS including 43 projects in district Buner, 85 projects in District Swat and 74 projects in district Malakand. Out of total 202 projects 178

projects had already been completed whereas remaining 24 are near to completion. About 57711 citizens benefited from 202 community development projects executed by V&NCGs.

As regards V&NCGs 177 were formed in 43 Union Councils of district Malakand, Buner and Swat. The total membership of these V&NCGs is 1126 citizens including 194 females. Capacity building workshops were conducted for all the members of V&NCGs including females. Community Empowerment Desks (CEDs) were established in all the three target districts and 09 Community Empowerment Round Tables (CERTs) were held. MOUs were signed with District Police Officers of Swat, Buner and Malakand.

Capacities of Police Officials and members of Union Public safety Committees were also built. Significant progress was made in terms of women participation in Khulli Kacheries (Open Community Forums). Issues were raised regarding public safety and police performance in these KKs. Major issues highlighted by the community includes narcotics sales, need of police patrolling in different areas and difficulties faced by the community while getting clearance certificates from police. These issues were shared with police officials for possible solution.

DTCE installed Citizen Engagement Information Management System (CEIMS) in district Buner, Malakand and Swat and complete data of V&NCGs members and projects was entered in the database.
Our social communications reached large citizenry, raising awareness, enriching public discourse and generating public debate on local governance and development.
Our advocacy at the district and local levels successfully influenced the administration to involve communities in the development process of the area.

Overall Progress of the Project

Output	Target	
1. Community based citizens groups and networks established for effective state-citizen dialogue	1.1 Community awareness and mobilization campaigns launched in each of the 03 districts; 1.2 Community based citizen groups formed in each of the 03 districts. 1.3 Trainings of local governments and citizen groups held in 03 districts, 1.4 Citizen groups formed to coordinate with police, 1.5 Press Committees formed, 1.6 CEDs established and CERTs held	
2. One Window Operation service at appropriate local government level established	2.1 One Window Operations (OWOs) established in 03 districts. 2.2 Better coordination between the local governments and development partners (donors, CSOs and citizen groups). 2.3 Government officials, CSO and citizen groups provided TOTs and orientation on OWO procedures, services and facilities in 03 districts	
3. Citizen Feedback database established to monitor services provided	3.1 Database developed and used for monitoring quality of and access to services. 3.2 Trainings held for local government officials, CSOs staff and others on the usage of database in 03 districts. 3.3 Database information used/ disseminated to planners and decision makers in 03 districts.	
4. Seed funding through small grants to restore social services	4.1 Project approval and monitoring mechanism agreed and established in 03 districts. 4.2 Community based citizen groups trained in Project Cycle Management in 03 districts. 4.3 Grant funding for number of development projects provided to number of citizen groups in 03 districts. 4.4 Number of community identified projects completed in 03 districts	

Achievement
1.1   Community awareness and mobilization campaigns launched in each of the 03 districts;   1.2   177 V&NCGs consisting of 1126 including 194 female members were formed in all the targeted union councils of district Malakand, Buner and Swat   1.3   Capacity building of members of 177 V&NCGs, 15 local governments officials/OWO staff, 20 members of Locals CSOs was conducted   1.4   43 Union Public Safety Committees were set up to coordinate with police   1.5   Press Committees were formed in all the three target districts   1.6   03 CEDs were established in Buner, Swat and Malakand and Nine CERTs were held in which 296 citizens participated, 24 members of legal aid committees and press committees were also trained
2.1   OWOs were established in the office premises of District Coordination Officer (DCOs) of district Swat, Buner and Malakand   2.2   Coordination between the local governments and development partners improved by building linkages between the citizens and the administration through OWO. The gap between the administration and communities was narrowed down. Donors were provided full support during their monitoring visits and information was provided to local partners and administrations.   2.3   Capacity building of members of 177 V&NCGs, 15 local governments officials/ OWO staff, 20 members of Locals CSOs was completed during the reporting period
3.1   Citizen Engagement Information Management System (CEIMS) were developed for the district interface at Swat, Buner and Malakand.   3.2   The capacities of OWO staff were also built in the operationalization and updating of CEIMS database at the district level.   3.3   Information's relating to ongoing projects was regularly updated. Analysis of information was made to assist timely decision making, ensure accountability and provide the basis for evaluation and learning.
4.1   Project approval and monitoring mechanism was agreed and established in all 03 districts.   4.2   177 Community based citizen groups were trained in Project Cycle Management in 03 districts.   4.3   Grant funding was made available for 202 development projects to 177 citizen groups in 03 districts.   4.4   202 community identified projects were completed in 03 districts

Citizen Survey for Impact Assessment of Peace Project

The Malakand Peace project ended in February 2012, DTCE decided to conduct a perception research survey in January- February 2011 to obtain quantitative and qualitative feedback from the key stakeholders of the project. Hence this research coincided with the end of the project and was ideally timed to obtain results from the key stakeholders to analyze the perception of people about the performance of VNCGs, UPSCs and C&SCs. This research was carried out on village and Union Council level in all the three districts (Swat, Buner, & Malakand) of Malakand division where these institutions have been formulated. The purpose of carrying out this research was to get information regarding facilities which are provided as well as neglected by VNCGs, C&SCs and UPSCs. The evaluation attempted to determine systematically and objectively the relevance, effectiveness, efficiency, sustainability of the projects.

To accurately evaluate the opinion of overall population on VNCGs projects in selected districts, the general citizens and VNCGs, UPSCs and C&SC members were selected as being target group. In this context, effectiveness of DTCE interventions in the treatment villages was measured through empirical evidence.

Target Areas Selected:

Three Districts of Malakand Division: Buner, Swat, Malakand

Total Sample Size (general citizens): 360
Total Sample Size (V&NCGs members): 75
Total Sample Size (UPSCs members): 75
Total Sample Size (C&SCs members): 75
Total sample size (Members): 585

Research Tools Utilized:

Questionnaires and Focus Group Discussions (FGDs)

Key Findings

It was observed from the Focus Group Discussions that overall general community members were satisfied with the work done by VNCGs in their districts. It involved them to solve their local problems highlighting the inclusive mechanisms of the VNCGs model. They were of the view that these non political development projects are effective and based on their local needs reflect ground based needs and bottom up planning and development. All of the VNCGs members became aware through DTCE about VNCGs and this concept inspired them as they stated that there are no other local government institutions which provide similar services in an effective manner. This is indicative of high level of awareness amongst VNCGs members plus the efficient formation and activation of VNCGs.

In district Swat, VNC members decided that the street Pavement was a top need of the locals by consulting with the community. About the same results were obtained in all three districts those where V&NCGs were undertaking most of street pavement projects due to the small funds that were provided. However the more pressing development needs such as drinking water pump can be undertaken more if larger funds are provided.

This is the major problem of funds to undertake large and much more needed projects. The top priorities for VNCGs projects are related to street pavement, water and sanitation. The people of Swat need more funds from DTCE and UNDP as they don't expect this kind of support from MPAs & MNAs of their areas.

VNCGs members were optimistic about the continuation of V&NCGs as they think people get benefit directly from V&NCGs and trust them in providing assistance and services. Moreover they expected continued support from DTCE and keen to continue VNC's on the basis of self help. They are of the view that Government should also support V&NCGs as for how long they can get funds from NGOs, if they don't get funds in the future, V&NCGs projects will be stopped.

Most of the participants suggested streamlining the entire process of V&NCGs projects. This implies training courses for V&NCGs, UPSCs and C&SCs so that the members are reminded of their roles and responsibilities.

UPSCs members point out that UPSC will be greatly affected if DTCE leaves, the main issue encountered that police will not be as cooperative with them in the future because they are only cooperating due to pressure and commitment brought by the DTCE. This highlights the need of DTCE interventions in this matter to meet their expectations.

82% of the respondents replied that they know what V&NCGs are. This is an extremely high figure and shows that V&NCGs have high visibility within their local areas and that a majority of the locals (both males and females) can be constituted as beneficiaires of the V&NCGs projects and activities.

90% of the respondents mentioned the performance of the V&NCGS members as 'very effective' or 'effective'. This is an extremely positive result that indicates that the functions and the activities undertaken by V&NCGs has been greeted with overall community acceptance and appreciation. As V&NCGs members are local community members who are well aware of the key needs of their own communities, the projects and activities undertaken by the V&NCGS members have been based on actual ground needs that reflect the communities' requirements. It also validates the concept and system design of the V&NCGs which through being monitored by C&SCs and local government officials have been able to provide services at a cost effective manner while also ensuring high quality outputs especially in regards to the V&NCGS projects themselves.

A vast majority of the respondents stated that they are either very satisfied or somewhat satisfied in regards to the key aspects of service delivery of V&NCGs. Most satisfaction was mentioned with local dispute resolution and street pavements which indicates that V&NCGs have to a large extent fulfilled their primary roles.

Respondents were asked as to what were the most important problems in their village; over 38% of the respondents mentioned dirty streets, over 37% stated water supply as the key problems. A smaller segment of the respondents stated absence of street lights and local disputes as the main problems. The question results imply the significance of V&NCGs and their roles. It also signifies that main problems can be addressed through their activities which are in their mandate to undertake. It can be further derived that since most V&NCGs undertake only small level and usually one local development project that costs on the average of Rs 200,000, there is significant scope and on ground need for them to undertake more projects that can address these problems.

The results of the study were shared with district administrations for possible course of action for the sustainability of V&NCGs.

Strengthening Rule of Law in Malakand Programme (SRLMP)

STRENGTHENING RULE OF LAW IN MALAKAND PROGRAMME (SRLMP) SNAPSHOT	
Start and End Date:	July 2012 to December 2012
Award ID:	00078193
Description:	Striving for Access to Justice in Malakand Division (SAJM)
Donor:	**UNDP**
Implementing Partners:	Devolution Trust for Community Empowerment (DTCE)
Total Project Budget:	US$ 67,861/-
Total Budget Utilized in Period Covered:	US$ 67,861/-
Expected Project Outputs:	1. Legal Aid Services Developed, Institutionalized and Strengthened 2. Legal Awareness for Communities at all levels and duty bearers enhanced 3. Increase number of legal professionals, in particular, among women and disadvantaged groups 4. Confidence and trust in the police by the communities enhanced and oversight mechanism is in place

INTRODUCTION

In the past the Malakand region has seen considerable instability, with the rise of militancy and excessive politicization reaching disequilibrium and thus completely annihilating local population's trust in the law and order situation prevailing in the region. Access to justice became increasingly slow which further frustrated the citizens. The obscured government response and hyper politicization paved way for local militants to take advantage of the citizen's vulnerability and ultimately introducing their own solution in the form of Nizam e Adl that provided an alternate to gain public support. However, after the army launched operation Rah e Rast in order to rid the Malakand region of militancy, the operation left the government with the issue of providing speedy justice along with reestablishing the destroyed infrastructure. Hence, alternate dispute resolution and rule of law became an arch priority. Strengthening rule of law in Malakand region was designed to cater to the various aspects of legal aid provision which was the need of the hour.

Political upheaval is not the only problem that the Malakand region experiences on an almost daily basis. The cultural dynamic and traditional paradigms leave the women of this region in a legal void since females have negligible or no encounter with the law providers. Even when they do, they are always accompanied by a male relative who deals on their behalf. Another problem faced by the female population was also the lack of female law providers or lawyers through whom they could register their cases or pursue them in the local bar associations. SRLMP through its scholarship programme and female legal internship programme encouraged and mobilized various female law students and law graduates to follow a career that will ultimately fill the gap.

PROJECT OBJECTIVE

The SRLMP programme aimed at legally empowering the communities along with building capacities of legal service providers so that the citizens are better equipped to access their rights and entitlements under the law.

GEOGRAPHICAL COVERAGE
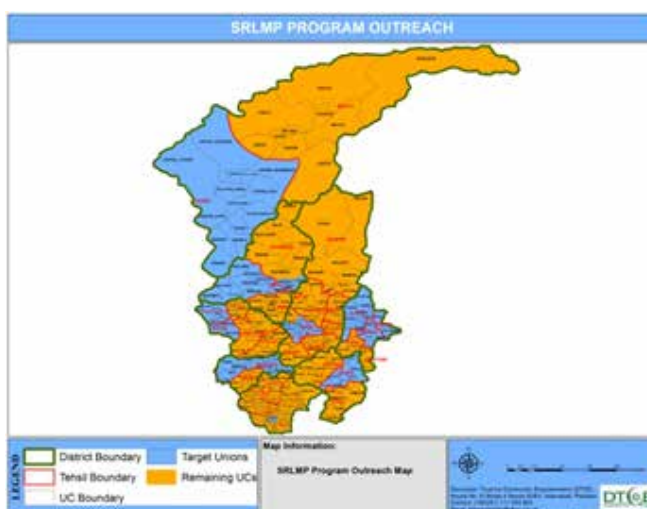
PROJECT COMPONENTS

The program activities were tailored to compliment the program components and included the formation of Legal Aid Committees (LACT) along with their capacity building, partnering with District/Tehsil Bar Associations, establishment of Legal Aid Desks, conducting of Legal Aid Clinics (LAC), creating awareness, facilitation of Criminal

Justice Coordination Committees (CJCC) and research on community policing strategy. The methodology adopted was designed to be robust in nature and fluid enough to evolve program activities amidst changes in the political landscape and realignment of activities to accommodate the change.

District/Tehsil Bar Associations

Bar Associations are considered an important stakeholder in local communities, therefore SRLMP acknowledges that collaborative partnerships with Bar Associations will lead to enhanced social awareness among communities as well as build citizens' confidence in opportunities for genuine participation. Since members of District/Tehsil Bar Associations (D/TBA) are lawyers who understand the complexity of local culture, politics, and power relations and enjoy the trust of community members, they are in a better position to work with community members.

Legal Aid Desks

Legal Aid Desk (LAD) is a facilitation point working as an advisory body for the interpretation of laws or directions to access justice under provisions of public interest litigations and access to free legal aid. D/TBA provides premises within the District Bar Association for the establishment of the LAD. The LAD provides ongoing support to actors involved in community empowerment processes, through establishing the helping point where they can discuss their problems during normal court hours with sympathetic and informed representatives of the LAC. Legal Aid Desk provides free legal aid to citizens on cases such as:

- » Inheritance;
- » Family Law;
- » Accidents;
- » Succession Certificate; and
- » Domestic Violence

Legal Aid Clinics (LAC)

Legal Aid Clinics are open public gathering meetings organized through social mobilizers and convened by DBA/TBA- LAD lawyers. The primary aim of the legal aid clinics is to spread awareness regarding the service of free legal aid provided by DBA/TBA- LAD lawyers (present at the meeting) and the proper procedure to be adopted in order to avail the service.

Internship/ Traineeship Programme

In order to improve the availability of female lawyers and encourage them to become professional lawyers, as part of the special internship programme LLB female students are attached with senior lawyers/NGOs/law firms/corporate agencies with an understanding that upon expiry of their internship period, these lawyers will give free legal aid to those in need for a minimum period of three months within the first five years of their graduation. The internship programme primarily aims at providing these female lawyers with professional legal training along with positively mobilizing them for better future professional endeavors.

Scholarship Programme

The SRLMP's component of scholarship aims at providing an opportunity to financially challenged and deserving female law students belonging to Malakand Division to further pursue their studies. The selection of students is done on the recommendation of the law institute based on the criteria finalized by DTCE. The scholarship is subject to the student fulfilling college/University requirements.

Community Policing

DTCE's Police-Community Relations Program (PCRP) addresses the needs of modernizing law enforcement through supporting implementation of the KP LGO 2012 and the Police Order 2002. Both provide mechanisms for community participation to improve public safety. The PCRP has been designed to support the police and the community in meeting challenges of establishing and operationalizing of various components and services related to police and public safety under the constant changing legal paradigms. The program aims at capacity building of all relevant stakeholders about policing norms and increased police responsiveness through mechanism of effective accountability system, periodic performance reviews and oversight by the community.

Criminal Justice Coordination Committee (CJCC)

Criminal Justice Coordination Committee is a statutory body under the Police Order, 2002. The purpose of CJCC is to create an integrated liaison structure of all elements in the criminal justice system at the district level. The principal objective of setting up the CJCC is to create a forum for sharing of information and highlighting of issues between the different relevant Government departments so as to ensure a constant improvement of the criminal justice system and resultant higher level of administration. Article 111(2) of the Police Order, 2002 provides for the CJCC to hold at least one meeting every month.

LEGAL AID SERVICES DEVELOPED, INSTITUTIONALIZED AND STRENGTHENED

The activities planned to achieve the objective of the program started with mapping exercise of the legal aid practitioners and promoters. This was done to engage and mobilize the legal community in rendering pro bono legal services in spirit of providing free access to justice to the vulnerable, underprivileged deserving litigants.

Legal Aid Desks (LAD) were setup at the District and Tehsil Bar Associations to work as facilitation points for the deserving public seeking pro bono legal aid in terms of advice or filing of cases. MoUs were signed with the Presidents of Bar Associations who in turn provided lawyer volunteers to become part of the Legal Aid Committee.

Due to the nature of the services provided under the SRLMP, the campaigns designed for the   legal aid clinics targeted the most under privileged and uneducated

sections of the society. Therefore, majority of the participants of the LAC meetings were farmers, artisans, unemployed or small scale business men. In the case of women, the campaign targeted primarily housewives since they face legal issues pertaining to domestic violence, divorce, maintenance and dowry related feuds. During the reporting period the percentage of housewives increased in round two, indicating LAC's campaigning was indeed effective and successful.

Attendance of the educated class such as govt. employees, students, social workers and advocates, although remained over all low however, it must be appreciated as the project does not only aim at serving the under privileged but also intends to educate the citizens of their legal rights and various legal processes. Educated participants assisted the LAD lawyers in creating awareness regarding free legal aid also during the LAC meetings; they assisted their fellow uneducated citizens in filling out the perception surveys.

Summary Sheet of Court Cases and Advises						
Union	Cases		Cases Type	Advises		Advises Type
	Male	Female		Male	Female	
Kanju	2	2	Inheritance and Family cases	1	0	Family case
Hazara	0	0	---	0	0	---
Koza Bandey	1	7	Family, Inheritance and Maintenance cases	0	0	---
Koza Bakhel	1	0	Family case	1	0	Criminal Case
Bara Bandey	0	2	Family cases	1	4	Murder case, family case, Inheritance case, Maintenance
Bara Bakhel	0	1	Family case	1	1	Family case, Inheritance case
Deolai	1	1	Family and Accident cases	3	6	Family, Inheritance, Service litigation and Suit for recovery of money cases
Qalagay	0	0	---		1	Family case
Totanao Bandey	1	1	Family cases	1	1	Maintenance and Murder case
Kalakalay	1	0	Maintenance Case	2	1	Murder, family and Date of Birth cases
Kokaria	2	7	Succession and Family cases	0	0	---
Mingora	1	4	Family cases	0	0	---
Charbagh	1	0	Succession case	0	0	---
Faizabad	0	1	Family case	0	0	---
Tanchkai	0	1	Family case	0	0	---
Manglawar	1	1	Family cases	0	0	---
Barikot	0	2	Family cases	0	0	---
Dangram	1	1	Family cases	0	0	---
Total	13	31		10	14	

LEGAL AWARENESS FOR COMMUNITIES AND DUTY BEARERS

The IEC material was designed in line with the SRLMP's strategy and objectives as the material needed to be approached from multiple angles such as personal contacts, corner meetings, placement or design of the posters, distribution of fliers, radio advertisements, and talk shows. The IEC material was custom designed after conducting two focus group discussions (with 8 people in each group) in order to attain general public's buy in and assess what images, slogans, pictures and colors the locals understood and supported in creating the right type of awareness. DTCE launched awareness raising programs in the ten union councils of tehsil Kabal. Social mobilizers distributed the IEC material (Flyers) to notables, ex local govt. representatives and general citizenry. 3750 Posters, 7000 flyers and 10 banners were displayed at numerous prominent places in all villages of the union councils, for example main traffic junctions, main markets and outside main mosques, three days prior to the conduct of Legal Aid Clinic. The mobilization produced remarkable results whereby 44 cases were reported and submitted to the Courts with maximum coming from the females.

IEC material was also provided to the Legal Aid Desks (LADs) at District and Tehsil Bar Associations in order to facilitate the walk-in citizens of district Swat.

INCREASE NUMBER OF LEGAL PROFESSIONALS, IN PARTICULAR, AMONG WOMEN AND DISADVANTAGED GROUPS

In order to increase the number of legal aid providers for the Malakand division especially with reference to women and to build capacity of the existing legal professional, three separate components were launched. These included, scholarships to needy female students, placement of women having legal background with law firms/NGO/senior lawyers and workshop for the sensitization of existing lawyers.

The table below shows the details of the lawyers attached with lawyers/NGOs/Firms:

Name	Domicile	Age	Education	Computer Literate	Experience	Contract Date	Attachment with Lawyers/ NGOs/Firms
Shakeela	Swat	29	LLB	No	None	5-10-2012	Masood-ur-Rehman
Nahida Saif	Chitral	27	LLB	Yes	3 Years Then stopped working	7-11-2012	Legal Awareness Programme for Human Rights (LAPH)
Farah Latif	Swat	28	LLB	Yes	None	15-10-2012	Muhammad Qayum Khan

In addition, a sensitization workshop was conducted for around 50 lawyers of districts Swat, Buner and Lower Dir. The workshop covered concept of free legal aid and community needs, feedback on SRLMP progress and suggestions for improvements.

SUCCESS STORIES ★★★★★

Divorce and maintenance

At the tender age of nine, Ms. Naaz Wallay was coerced into marrying Mr. Warsit Arshad a man much older, in the Union Council of Kooza Banday, Since the Nikkah had been convened before the girl reached the age of puberty, Warsit Arshad was displeased with having to wait and thus married somebody else. His second marriage dissolved only after two years, after which he decided to reconcile his Nikkah with Ms. Naaz Wallay but she refused to do so. Mr. Warsit then married someone else again however continued to threaten Ms. Naaz Wallay that he will not let her marry anyone else for the rest of her life.

Since Ms. Naaz Walley belonged to a humble background therefore, the entire family was extremely scared and concerned for their and Ms. Naaz"s well being. Ms. Naaz Walley's father tried to seek the Police Station's assistance however, due to the influential nature of Mr. Warsit Arshad, the Police also showed hesitation. Extremely disappointed her father then upon hearing about the SRLMP project governed by DTCE and availability of free legal aid, successfully filed a case in which Mr. Warsit is to pay compensation to Ms. Naaz Wallay in the form of Rs. 3000 per month as she has now attained the age of puberty (age 19 now) and also able to seek a divorce.
Note: The case is currently going through court proceedings and it is hoped that the final hearing will be in the favour of Ms. Naaz Wallay as her case stands strong.

CONFIDENCE AND TRUST IN THE POLICE BY THE COMMUNITIES ENHANCED AND OVERSIGHT MECHANISM IS IN PLACE

Community Policing Strategy
The community policing strategy had been designed from its inception to cover as much of the objectives of 'Strengthening Rule of Law in Malakand Project' (SRLMp) for strengthening the justice sector through formal and informal channels. The approach used was to coincide with the SRLMP's methodology of working with the formal justice agencies such as the Courts, Police, Investigation and the Prosecution at the provincial and district levels. In this regard, DTCE undertook consultative meetings with the concerned stakeholders in Malakand and the concerned provincial authorities to present a strategy that had inputs from the concerned stakeholders as well as being practical in design and implementation.

Criminal Justice Coordination Committee (CJCC) Meetings
During the project life, four CJCC meetings were conducted. Issues raised related to crime situation, non registration of FIRs, delay in investigation, delay of medical report, post mortem report and medico legal opinion, coordination between prosecution and investigation, availability of official/police witnesses, disposal of cases, current situation of jail conditions (financial, security and legal problems), illegal occupation of bungalows, probation matters, vehicles taken into possession to be produced before the judicial magistrate/M.O.D for obtaining permission, age determination of minors accused, arrangement of permanent medical officer on priority basis in jail, submission of incomplete challans, narcotic samples, regularly non provision of registered FIR by the Police Stations and as such investigative proceedings are hampered.

Focus Group Discussions (FGDs)
Some new activities were incorporated in place of launching community policing forum and concept of community policing to finalize the community policing strategy.

Five FGDs were conducted in tehsil Kabal (3 for men & 2 for women) to assess general public's perception about community policing and the available community policing model in their respective police stations. Their suggestions were also taken into consideration in order to improve the existing community policing models.

Female Focus Group Discussions
Majority of the female population were not aware of the concept of community policing, some only expressed negative opinions, some even thought of it as a dangerous system that does not benefit the community in fact further endangers it. Most of the women who participated in these group discussions found the police as a mafia force that coerces the citizens to give them bribery and is constantly engaged in acts of nepotism. The only form of alternate dispute resolution known to these women was the existence of traditional jargas. They remained ignorant about the existence of Musalihati Committees or any other Alternate Dispute Mechanism.

Male Focus Group Discussion
The male population were found to be much more aware and involved as compared to the female populace. They properly defined community policing as a system where the community assists the police in controlling crime through effective reporting of criminal activities going on in any area.

However, they repeatedly complained of the Musalihati Committee members being overly politicized, involved in nepotism whereby they only serve people who belong to their political party or police informers. All the male participants stated that the police regularly involves them in maintaining the law and order situation and mentioned that the formation of ''peace lashkars'' also contributes towards better public safety.

Additionally, during interviews conducted with SHOs, they stated that the members of the musalihati committee are elected by the community, however, according to the participants of the focus group discussion while suggesting on improvement in the community policing model, stated that appointment of Musalihati Committee members, should have no police involvement, instead they should be elected by the general public at village level. Another participant suggested that the law of evidence should be improved.

Date	Venue	FGDs	Participants	Moderator
30-11-2012	Hujra of Mr. Salu-ud-Din Bara Bakhel	Male FGD 1	14	Mr. Ishaque
30-11-2012	Hujra of Mr. Salu-ud-Din Kalakalay	Male FGD 2	13	Mr. Roohullah
30-12-2012	Hujra of Mr. Bilal Bara Bandai	Male FGD 3	15	Mr. Israr
30-12-2012	Resident of Salu-ud-din Bara Bakhel	Female FGD 1	17	Ms. Saima Anwar
30-12-2012	Resident of Iqbal HussainKanju	Female FGD 2	12	Ms. Saima Anwar
Total			71	

Three interviews with SHOs were conducted in tehsil Kabal to assess the perception of Station House Officers about community policing and the existing community policing models operating in their respective police stations. Their suggestions, experience and understanding were ascertained to recommend improvement in the existing community policing models. They were also asked about the available IT supports in their police stations.

Impact Analysis

SRLMP proved to be an unconventional program that aimed at providing a service that is much ignored. There was a need to create awareness regarding free legal aid and the existing legal procedures in order to register a case within the Malakand region on an urgent basis. In its short time duration of only six months with an execution period of less than three months, SRLMP was able to engage approximately 2000 citizens including lawyers, law students, DBA/TBA members, social mobilizers, men and women.

LAC meetings and registration of cases through the LAD remained to be the pivotal component of the project and the most applauding fact remained that the program was able to successfully engage 686 women and focused primarily on the issues that are faced by them the most. Therefore, issues pertaining to family law remained the most sought after area at the legal aid desks. Women utilized the service to their benefit by registering 32 family related cases that otherwise may not have been possible. In addition SRLMP has also aimed to fill the void of female lawyers and mobilizers through its scholarship and training programmes.

In order to supplement the gained momentum it was inferred that the program should be implemented for at least a couple of years before it starts generating desirable results and a transformation amongst the citizens is visibly observed. As a testimony to the program's success it has received significant appreciation from the judges, senior lawyers, members of bar associations and law advocates. As part of the program only four lawyers were required for the legal aid desk, however after viewing the positive response from the citizens of Malakand, the president DBA provided the LAD with over ten lawyers which is another sign of the buy in of existing legal service providers. The high turnover at LAC meetings and frequent registration of cases (mostly related to family law and inheritance) indicate that there is a dire need for projects like SRLMP to continue its interventions for longer time duration and at a larger scale with incorporation of both civil and criminal areas of law.

Inheritance Case

The case Salma Vs Fazle Raheem originates from the Union Council of Kooza Banday.

The facts of the case are not only convoluted but also a plot against one of the family members to devoid him of his legal propriety rights. It involves a street hawker named Mohammad Kareem who owned a small property that consisted of only two rooms; this property was annexed to the property land of his forefathers. Mohammad Kareem's sister Salma was a divorcee' and after her return from the marital home, none of her six brothers accepted her except for Mohammad Kareem who showed remarkable generosity by moving to only one of the two rooms along with his wife and six children and giving the other room to her. However, Mohammad Kareem's wife and Salma did not get along well. Out of sheer animosity for Mohammad Kareem's wife, Salma decided to plan against her and so approached her other brother Mohammad Raheem and decided to register a case against each other only to ultimately capture Mohammad Kareem's property. In the case registered, Salma claimed her share of the family property where by, she claimed, that Mohammad Kareem's two rooms were also a part of the family property. Mohammad Raheem played his part whereby he affirmed that the rooms were in fact a part of the family property and since they were in the eyes of the courts fighting a case against each other, this false claim was accepted by the law. Mohammad Kareem being in extreme financial constraints could not file a case or fight for his rights and so the court decision gave him one room in his family property however, his own property (two rooms) were taken away from him and distributed amongst his other brothers.

After moving into the allotted room, Mohammad Kareem faced abundance of problems and daily arguments with his other brothers. However, fortunately for Mohammad Kareem, when the case arrived at the LAD, they immediately, without any delay sent an application to the court for the case to be reviewed. The judge even though after reviewing the case facts and situation has not revealed the decision, however, so far all his commentaries have been in favor of Mohammad Kareem and there are high hopes for the case to be decided in his favor.

PUBLIC SAFETY AND JUSTICE PROGRAM (PSJP) MALAKAND

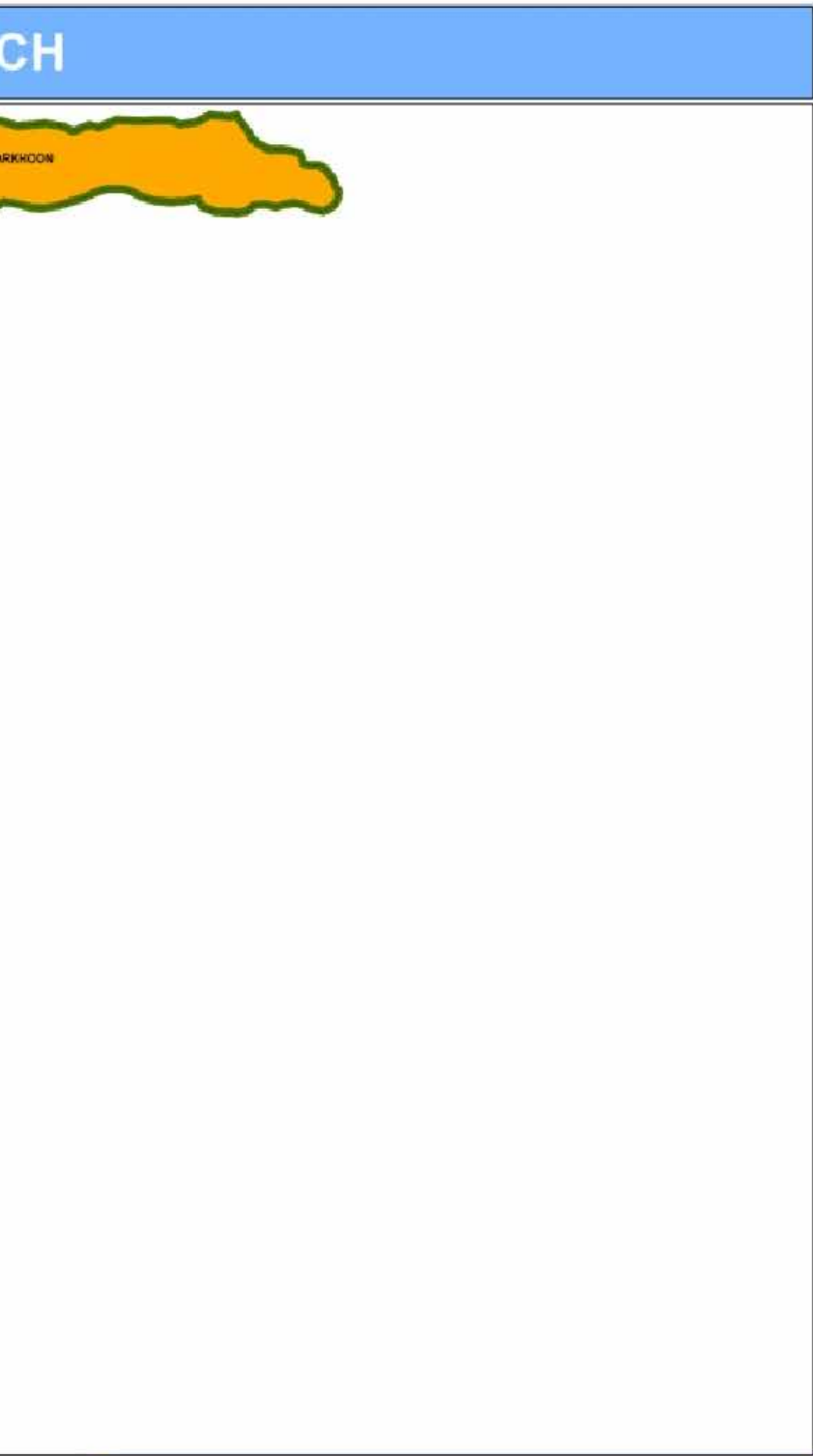| PSJP SNAPSHOT	
Start and End Date:	July 2012 to June 2015
Award ID:	23778
Description:	Support to Public Safety and Justice in Malakand Division)
Donor:	Netherland
Implementing Partners:	Devolution Trust for Community Empowerment (DTCE)
Total Project Budget:	US$ 3,002,017/-
Total Budget Utilized in Period Covered:	US$ 481,735/-
Expected Project Outputs:	» **Police Community Relations Program: To create an environment where community perceptions about the effectiveness of the local police department will enhance police performance** » **Alternate Dispute Resolution: To provide basic and quick resolution at union and village level by formally addressing small disputes and claims** » **Rehabilitation of Voluntary Inmates: To assist in the rehabilitation of voluntary inmates into the society through capacity building and their reintegration through livelihood support**

Introduction

DTCE's holistic integrated community empowerment model was the basis of inspiration in this project, which has so far been proven to be an overall success due to the flexibility and relevance of the work, capability of DTCE's team and the tenacity of partners in government and civil society. The focus areas of this project include the initiation and formation of local committees to support and aid allied communities, capacity building and training workshops for police officials and public's social capital and the inauguration of Open Public Forums (Khulli Kacheries).

Within the context of the Public Safety, DTCE extends its technical assistance in creating institutional linkages with all stakeholders. Partnerships are built and nurtured between three, primary stakeholder groups: Village and Neighborhood Councils (VNCs), police and the local community, who work together for the improvement of public safety.

Project Objective

The primary objectives of the Public Safety intervention were to engage and empower the community by providing them with a formal platform where they can raise public safety related concerns.

The specific objectives of the various project components are summarized below:

» Police Community Relations Program: To create an environment where community perceptions about the effectiveness of the local police department will

enhance police performance
» Alternate Dispute Resolution: To provide basic and quick resolution at union and village level by formally addressing small disputes and claims
» Rehabilitation of Voluntary Inmates: To assist in the rehabilitation of voluntary inmates into the society through capacity building and their reintegration through livelihood support.

Geographical Coverage

The project targets one tehsil of each of the eight districts of Shangla, Lower Dir, Upper Dir, Buner, Chitral, Swat, Malakand and Mardan. Project activities include 485 V&NGs, 36 Police Stations covering 97 Union Councils (UCs) of the 8 target districts.

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PROJECT COMPONENTS

» Police Station Monitoring System (PSMS)
» Police Consultative Workshop (PCW)

Police-Community Relations Program (PCRP)

Police-Community Relations Program component (PCRP) addresses the need of modernizing law enforcement mechanisms. The component has been designed to support the police and the community in meeting challenges of establishing and operationalizing of various components and services related to police and public safety under the constant changing legal paradigms. The program aims at capacitating all relevant stakeholders about policing norms and increased police responsiveness through mechanism of effective accountability system, periodic performance reviews and oversight by the community.

PCRP comprises of three components:

» Khulli Kacheries (KK)

Formation/activation of Village & Neighborhood Councils, UPCSs and C&SCs

In order to involve the general public's buy-in and create a sense of ownership amongst the population, formation of the committees begins at the grassroots through the establishments of Village & Neighborhood Groups (V&NGs), which are village based bodies and form the basic Electoral College for all other committees. The various forums/committees that are established for the facilitation of PS&JP mainly comprise of the Union Public Safety Committees (UPSCs), Coordination & Support Committees (C&SCs) and Insaaf (Justice) Committees (ICs).

Mention the dates quarterly

STATUS OF PS&JP (MALAKAND)						
District	UCs	VNC's	UPSC's	C&SC's	IC's	Number of KK's
Buner	9	45	9	9	9	36
Upper Dir	12	60	12	12	12	82
Lower Dir	9	45	9	9	9	36
Swat	12	60	12	12	12	35
Shangla	19	95	19	19	19	0
Malakand	17	85	17	17	17	68
Chitral	14	70	14	14	14	24
Total	92	460	92	92	92	281

Capacity Building Workshops

Capacity building workshops are organized for the formed committees in order to capacitate them to better performing their job. IEC material is designed and developed, along with drafting appropriate guidelines and detailed SOPs (Standard Operating Procedure) are made for the conduction of Khulli Kacheries. In the initial phase CSOs are also given extensive training on the formation and capacity of committees and their roles & responsibilities. As part of DTCE's policy in all program areas social capital is developed, therefore, the induction of CSOs is part of social capital development for which not only the capacity of CSOs is built to be able to conduct program activities in addition, capacities of CSOs are built in reference to financial, human resource along with management and reporting are also enhanced
Such workshops were organized for the PS&JP in 8 target districts and were attended by the members of V&NGs, UPSCs, C&SCs and ICs. The following areas are usually covered in all the capacity building workshops:

» Familiarize participants with the concept of public safety, and importance of public participation in related police initiatives to bridge the gap between police and the local community.
» Orientation on provisions in Police Order 2002, relating to basis of police community relations.
» Capacity building of VNGs, UPSCs, C&SCs and ICs for effective awareness raising and advocacy, pre and post KKs.

- » Familiarizing VNGs, UPSCs, C&SCs and ICs on their roles and functions and how best these could establish partnership within the committees and other stakeholders to benefit general public.
- » To develop support institutional linkages between committees and local institutions such as District Bar Associations, District Press Clubs, District Police, Police Stations, Musalihiti Committees/Musalihiti Jarga and elected representative.
- » Brief on the concept of performance incentives to ensure capacity building of local service providers in support of the PS&JP initiatives.
- » These committees don't have their own offices therefore; they use the office premises of the CSOs. They also lack capacity to keep and train their own human resource or maintain a proper accounting system therefore they mostly depend on the capacities of the CSOs. CSOs have largely trained these committees and built their capacities.

Samples of IEC material designed and distributed are provided below:

پبلک سیفٹی اینڈ جسٹس پروگرام
مالاکنڈ ڈویژن

ڈی ٹی سی ای کا تعارف

مقامی حکومتوں کے نظام اور عمل درآمد کے لیے سرکاری اہلکاروں اور مقامی لوگوں کی استعداد کاری میں معاونت کی ضرورت محسوس کی گئی۔ اس ضرورت کے پیش نظر ڈی ٹی سی ای کے نام سے 2003 میں ایک ادارہ قائم کیا گیا۔ اپنے اغراض و مقاصد کے حصول کے لئے ڈی ٹی سی ای نے شعور و آگاہی کے فروغ، استعداد کاری، ہیبت ورکنگ، کمیونٹی موبلائزیشن اور عوام کے درمیان بہتر رابطوں کے فروغ کے لئے سرگرمیوں کا آغاز کیا۔

دیہی محلہ کونسل کی تشکیل

1۔ ہر یونین کونسل میں دیہی محلہ کونسل تشکیل دی جائے گی۔ جن کو الیکشن یا محفوظ طریقہ کار کے ذریعے منتخب کیا جائے گا۔ انتخابات میں حصہ لینے والے امیدواری یونین کونسل کے رہائشی ہوں گے۔
2۔ دیہی محلہ کونسل پانچ ارکان بشمول چیئرمین پر مشتمل ہوگی جس میں ایک خاتون ممبر ہوگی اور اسی یونین کونسل کار جسٹرڈ ووٹرہوں گے۔
3۔ دیہی محلہ کونسل کا چیئرمین وہ شخص ہوگا جس نے اپنی کونسل میں سب سے زیادہ ووٹ حاصل کئے ہوں۔

دیہی محلہ کونسل کی ذمہ داریاں

مقامی سطح پر تحفظ عامہ اور مقامی طرز حکمرانی کو بہتر کرنے میں دیہی محلہ کونسلو مندرجہ ذیل ذمہ داریاں ادا کریں گی۔

1۔ کھلی کچہری میں شرکت۔
2۔ کھلی کچہری میں مقامی لوگوں کی شرکت کو یقینی بنانا۔
3۔ عوامی تحفظ کمیٹی اور رابطہ و معاون کمیٹی کا قیام اور معاونت۔
4۔ مقامی سطح پر تحفظ عامہ اور انصاف کے فروغ کے لیے پروگرام کی سرگرمیوں میں شرکت کرنا۔
5۔ دیہی محلہ کونسل کسی بھی ایسے واقعہ کی صورت میں جو کہ پولیس سے متعلق ہو اپنی عوامی تحفظ کمیٹی کو VIR (گاؤں سے متعلقہ تحفظ عامہ کی رپورٹ) جمع کروائے گی۔
6۔ دیہی محلہ کونسل کے تمام ممبران کے لیے ضروری ہے کہ وہ DTCE/CSO کی طرف سے ریفریشر ٹریننگ ورکشاپ میں شرکت کریں۔
7۔ دیہی محلہ کونسل ایسے علاقے کی موجودہ تحفظ عامہ اور انصاف کی فراہمی کو بہتر کرنے کے لیے یونین کونسل میں موجود دوسری دیہی محلہ کونسلو کے ساتھ مضبوط رابطہ رکھے گی۔
8۔ محکمہ پولیس پر اعتماد کو بہتر کرنے اور جرائم کے خوف کو کم کرنے میں لوگوں کی معاونت کریں گے۔
9۔ محکمہ پولیس کے متعلق لوگوں کو آگاہی دیں گی۔
10۔ مقامی لوگوں کی مشاورت سے مسائل کے حل اور ان کے رد عمل میں بہتری کے لیے کام کریں گے۔
11۔ کوئی بھی دیہی محلہ کونسل کا ممبر، عوامی تحفظ کمیٹی، رابطہ معاون کمیٹی اور انصاف کمیٹی کا ممبر ہوسکتا ہے لیکن وہ دوبارہ دیہی محلہ کونسل کا ممبر بنے کا اہل نہیں ہوگا۔

انصاف کمیٹی کی تشکیل

1۔ ہر یونین کونسل میں انصاف کمیٹی تشکیل دی جائے گی۔ جن کو دیہی محلہ کونسل الیکشن یا محفوظ طریقہ کار کے ذریعے منتخب کریں گی۔ انتخابات میں حصہ لینے والے امیدواری یونین کونسل کے رہائشی ہوں گے یا انصاف کمیٹی کے ممبران ہوتکے ہوکرا پنے عہدوں سے مستعفی ہوجائیں گے۔ اور اسی طرح تمام انصاف کمیٹی اور رابطہ معاون کمیٹی کا کنٹرول کا پ دیہی محلہ کونسل ہوں گے۔

2۔ انصاف کمیٹی پانچ ارکان بشمول چیئرمین پر مشتمل ہوگی جس میں ایک خاتون ممبر ہوگی اور اسی یونین کونسل کار جسٹرڈ ووٹرہوں گے۔
3۔ انصاف کمیٹی کا چیئرمین وہ شخص ہوگا جس نے سب سے زیادہ ووٹ حاصل کئے ہوں یا دیہی محلہ کونسل نے ان کمیٹیوں کی تشکیل کے وقت چیئرمین کے انتخاب پر محفوظ فیصلہ کیا ہوا ہو۔

انصاف کمیٹی کی ذمہ داریاں

1۔ یونین اور مقامی سطح پر بنیادی اور فوری ریلیف مہیا کرنا۔
2۔ کورٹس پر کام کے بوجھ کو کم کرنا۔
3۔ چھوٹے موٹے مقدمات کے فوری حل کے لیے کورٹس کے ساتھ رابطہ اور تعاون کرنا۔
4۔ پولیس اسٹیشن اور یونین سیکرٹری کے ساتھ رابطہ کرنا۔
5۔ مصالحت انجمن، دیہی محلہ کونسل، عوامی تحفظ کمیٹی اور رابطہ و معاون کمیٹی کے ساتھ رابطہ کرنا۔
6۔ DTCE کی طرف سے منعقد کروہ تربیتی ورکشاپ میں شرکت کرنا۔
7۔ یونین کی سطح پر منعقدہ کھلی کچہریوں میں شرکت کرنا۔
8۔ انصاف کمیٹی کھلی کچہری کے بعد ہی ڈی ای دی سے وابستہ مسائل بار والوں کو بھیجے گی۔

پبلک سیفٹی اینڈ جسٹس پروگرام
مالاکنڈ ڈویژن

ڈی ٹی سی ای کا تعارف

مقامی حکومتوں کے نظام اور عمل درآمد کے لیے سرکاری اہلکاروں اور مقامی لوگوں کی استعداد کاری میں معاونت کی ضرورت محسوس کی گئی۔ اس ضرورت کے پیش نظر ڈی ٹی سی ای کے نام سے 2003 میں ایک ادارہ قائم کیا گیا اپنے اغراض و مقاصد کے حصول کے لئے ڈی ٹی سی ای نے شعور آگاہی کے فروغ، استعداد کاری، نیٹ ورکنگ، کمیونٹی موبلائزیشن اور عوام کے درمیان بہتر رابطوں کے فروغ کے لئے سرگرمیوں کا آغاز کیا۔

رابطہ و معاون کمیٹی کی تشکیل

1۔ ہر یونین کونسل میں رابطہ و معاون کمیٹی تشکیل دی جائے گی۔ جن کو دیہی محلہ کونسل الیکشن یا متفقہ طریقہ کار کے ذریعے منتخب کریں گی۔ انتخابات میں حصہ لینے والے امیدواری ای یونین کونسل کے رہائشی ہوں گے یا دیہی محلہ کونسل کے ممبران ہوں گے جو کہ اپنے عہدوں سے مستعفی ہو جائیں گے۔ اور اسی طرح تمام دیہی محلہ کونسل اور رابطہ معاون کمیٹی کا الیکٹرول کالج ہوں گے۔

2۔ رابطہ و معاون کمیٹی پانچ ارکان بشمول چیئرمین پر مشتمل ہو گی۔ جس میں ایک خاتون ممبر ہو گی اور اسی یونین کونسل کے رجسٹرڈ ووٹرز ہوں گے۔

3۔ رابطہ و معاون کمیٹی کا چیئرمین وہ شخص ہو گا جس نے سب سے زیادہ ووٹ حاصل کیے ہوں یا دیہی محلہ کونسل نے ان کمیٹیوں کی تشکیل کے وقت چیئرمین کے انتخاب پر متفقہ فیصلہ کیا ہوا ہو۔

رابطہ و معاون کمیٹی کے فرائض

1۔ تمام متعلقین کے ساتھ رابطہ رکھنا۔
2۔ کھلی کچہری منعقد کرانے میں عوامی تحفظ کمیٹی کی معاونت کرنا۔
3۔ کھلی کچہریوں کی نگرانی کرنا۔
4۔ کھلی کچہریوں سے متعلق لوگوں کے خیالات معلوم کرنے کے لیے سوالنامہ پُر کرنا۔

Devolution Trust for Community Empowerment
House # 10 Street # 4 Sector G-6/3 Islamabad
UAN: +92-111 333 823
Fax: +92-51-8312322
www.dtce.org.pk

Khulli Kacheries (KK) Khullie Kacheries are open public forums where local citizens, notables, members of civil society and local elected representatives gather to hold open discussions on prevailing public safety concerns. These meetings are perceived to eventually build a mutually beneficial relationship between the police and the community by dispelling negative perceptions, biases and misunderstanding that presently exist. Resultantly, this relationship would make police more responsive to community concerns and in return the public would become more appreciative and supportive of police performance.

Under the PCRP the KKs are designed to meet twice a quarter in each of the Union of the target Police Station, convened by the Union Public Safety Committee (UPSC). The KK gathering is based on the heterogeneous participation of the local populace, while police participation is restricted. Public safety related issues raised by the community and its police response are debated in a cordial and thought provoking environment with encouragement of maximum participation. Separate KKs are held for women where local dynamics do not allow for mixed gatherings. The issues raised by the community are then noted on a predefined format and communicated to the relevant police station by the UPSC Chairperson for action before the next meeting. In addition, a UPSC and a public perception survey is administered to gauge police performance at the close of the KK session. The first survey (UPSC Perception Survey) is administered on all UPSC members present at the KK gathering to ascertain police conduct and performance. The second survey (Public Perception Survey) is administered on 33 percent of the general participants including males and females. The survey contains 17 questions out of which the first ten are used for point scoring with a weight-age of 25 points. Based on the public response points are allocated, which then becomes part of the scoring to access institutional support by the relevant police station based on their outcome along with the deliverables in shape of actions taken, the concerned police station is provided with an incentive in shape of institutional support. This institutional support can be used by the Police Station to improve the infra structure of the station such as up gradation of locker rooms, white wash, repair and other maintenance.

The main objectives of the Khullie Kachery component are summarized as follows:

» Improvement in police-community relations
» Decrease in crime and corruption
» Improvement in public safety based on areas identified by the community
» Improvement in police responsiveness to community needs
» Improvement in police conduct
» Image building of police
» Creating awareness between community and police on shared rights, roles and responsibilities
» Provision of institutional support to police based on community recommendation

During the period of July –Dec 2012, 112 (61 male & 51 female) Khulli Kacheries were conducted successfully in six districts of Malakand Division. Total 3843 participants (2798 males & 1045 females) attended the Khulli Kacheries. Most of the issues that were raised during the Khulli Kacheries were related to police such as traffic situation at common junction, lack of patrolling and drug selling etc. Highest number of Police related issues were raised from District Chitral and Malaknd. Issues pertaining C&SCs' attention were only raised from the districts of Chitral, Upper Dir, Buner and Swat. However, issues regarding Insaaf Committees were only raised in the District Chitral. Lack of C&SC and Insaaf Committee issues was because general populace was not familiar with these types of issues initially.

Given below is a summary sheet of issues that have been raised during KKs, divided categorically according to the nature of issues. (It can be viewed that police related issues were the most common amongst the community as public safety remains to be the biggest concern of the citizens of these areas):

SUMMARY OF ISSUES RAISED IN KHULLIE KATCHERIES						
District	Police Related Issues		C&SC Issues		Insaaf Committee Issues	
	Number	Type	Number	Type	Number	Type
Chitral	146	Traffic. Overloaded Private Vehicles. Absence of Lady Constable. Selling of Illegal Drugs. Police Patrolling.	88	Irrigation. Timber Smuggling. Govt. price list is not followed. Female teachers are not attending schools.	8	Ownership of Forest. Ownership of Water Spring. Distribution of Land.

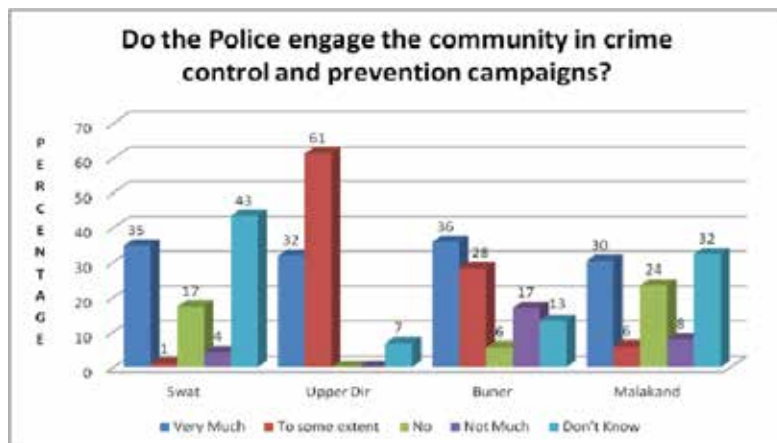|						
Upper Dir	34	Selling of Illegal Drugs. Traffic. FIR Registration. Police Patrolling. Police Behavior.	2	Illegal Wood Cutting. Water Supply.	0	No issue raised under personal disputes.
Lower Dir	52	Police Behavior. FIR Registration.	0	No Municipal issue raised	0	No issue raised under personal disputes.
Malakand	102	FIR Registration. Police Corruption. Selling of Illegal Drugs.	0	No Municipal issue raised	0	No issue raised under personal disputes.
Swat	34	Selling of Illegal Drugs. Police Behavior. Police Patrolling.	4	Illegal Cutting of Woods Timber Smuggling	0	No issue raised under personal disputes.
Buner	43	Police Patrolling. Overloaded Private Vehicles. Female Rights. Traffic. Police Behavior. Selling of Illegal Drugs. Hooligan Movement outside girl's college. Ransom.	3	Un-reasonable Speed Breakers in Streets. Unavailability of Ambulance in Hospital. Fireworks.	0	No issue raised under personal disputes.
Shangla	IN PROCESS					
Mardan	IN PROCESS					
TOTAL	**411**		**97**		**8**	

Diagnostic surveys

Community policing under PS&JP is a policy and a strategy that aims at achieving more effective and efficient crime control, reduced fear of crime, improved quality of life, improved police services and police legitimacy, through a proactive reliance on community resources that seeks to change crime causing conditions. This assumes a need for greater accountability of police, greater public share in decision making, and greater concern for civil rights and liberties. To understand the trends for better decision making locally elected Union Public Safety Committees with the assistance of CSOs administer public perception surveys which also gauge the public's perception regarding the performance of police and Insaaf Committees.

The Public Perception Surveys are administered on 33 percent of the general participants of the KK including males and females. The results of these surveys and issues gauged, as mentioned above, are used for trend analysis and also determine the amount of institutional support each police station will achieve. Given below are samples of the survey questions and analysis of their results:

Do the Police use excessive force or high handedness with citizens?

Do the Police engage the community in crime control and prevention campaigns?

Police Station Monitoring System (PSMS)

A software package for effective management of police stations has been designed and target Police Stations are equipped with the necessary hardware along with the Police Station Monitoring System (PSMS) software linked to the concerned SDPO and DPO offices. The system provided greatly increases capacity of the Police Station to accurately store and access information on crime registration and reporting, transfers/postings, personal history profile, station inventory, etc. It also provides crime analyses which help in identifying crime pockets, changing trends, times when crimes are likely to occur, the modus operandi of various criminal gangs operating in particular areas, etc. If used properly, the system is capable of assisting in the formulation of effective strategies to combat crime.

Installation of PSMS in each target police station has been customized especially with reference to its authority files such as villages and union council's names, generation of an individual identification geo reference code and reporting format on data entry status. In addition Urdu phonetic software is installed separately to facilitate entries in Urdu. Equipment for the operation of PSMS along with

the inter-relational database has been installed in 26 police stations, 5 DPO offices and 1 DCO/Commandant Malakand Levies office and made operational. The remaining 9 police stations of Chitral have been delayed due to late signing of MoU with DPO, followed by closure of routes due to extreme weather. These along with 1 police station of Mardan will be completed in the next quarter.

Furniture fixtures and other equipment have also been provided as part of the institutional support extended to each Police Station based on their performance.

Digitized maps of police jurisdiction area are part of the PSMS software. These are currently being converted into vectors from raster images. The process requires numerous ground verifications to ensure authenticity. Once the mapping is completed, it will be attached to the PSMS database, which is expected in the first quarter of 2013. These maps will be used for thematic area data projections.

Data is regularly entered intot he PSMS software by the relevant police stations and aggregated information is passed onto their DPO. The data entered into PSMS software helps generate different type of queries and reports, with the help of these reports one can observe different crime trends which such as number of crimes, types of crimes, most happening crimes etc. These queries can be run on entire District, Tehsil, and Union Council or even at the jurisdiction of target Police Station. After extracting this information from raw data in the form of reports, these reports are then forwarded to respective District Police Officers (DPO's). This information helps them a lot in making different decisions in order to control the crime rate in their respective district

POLICE STATION MONITORING SYSTEM (PSMS) DATA ENTRY STATUS				
District	Police Station	FIRs	Basic Information	Personnel Profile
UpperDir	PS Barawal	110	55	4
	PS Dir khas	150	70	8
	PS Gandigar	102	34	7
	PS Shahikot			
LowerDir	PS Mayar	375	95	7
	PS Munda	450	120	3
	PS Samarbagh	460	85	11

District	Police Station			
Malakand	Levies Post Thana	32		
	PS Batkhela	4		
	PS Qulangi			
	PS Allahdand	25		
	PS Palai	16		
	PS Khar			
	PS Agra	5		
	PS Kot			
	PS Malakand	4		
	PS Pul Chowk			
Shangla	PS Alpuri	160	21	9
	PS Karora	72	23	8
	PS Chakesar	55	17	8
	PS Bisham	75	10	6
Swat	PS Kabal	180	18	7
	PS Kanju	87	15	10
	PS Shahderai	25	6	3
Buner	PS Gagra	25	11	7
	PS Gulbandi	HARDWARE ISSUE		
Chitral	9 PS	IN Process		

Police Consultative Workshops (PCW)

Consultative workshops with the police are organized, mobilizing all police officials in each district - from Constables to the DPO - to review prospects for improving public safety through better police-community coordination. Thematic areas for the workshops include:

» LGO 2001 and Police Order 2002 or any other law that operational at the time;
» Human Rights Issues;
» the PSMS Automated Information System for Police;
» Police Base-Line Diagnostic of Local Law and Order Situations;
» Police-Community Relations and Community Policing;
» Social Audit Data related to Police Performance.
» Criminal Justice Coordination Committee

Sessions of Consultative Workshops are conducted in each district and are attended by police officials of all ranks. Questionnaires are also administered to gauge the opinions of police officials of all ranks on community involvement, prospects of working with the Union Public Safety Committees (UPSC), and constraints being faced by police. It is important to highlight the importance of the 'Police Base-Line Diagnostic of Local Law and Order Situations' that are undertaken at the Police Consultative Workshops. This is a questionnaire that is filled out anonymously by the police officials which makes them more open and comfortable to answering sensitive questions. The questionnaire asks them key questions pertaining to police abuse and mistreatment within the police station as well as outside. Past experience indicates that due to the anonymous nature of the questionnaire, surprising

results have been gauged from these surveys, indicating that this methodology is sufficient into obtaining inside police knowledge of their abuses vis-à-vis ordinary citizens. Perceptions from citizens about police abuse and transgressions are obtained from Khulli Katcheris through questionnaires that are filled out by the citizen participants. Results from both of these surveys are compared and analyzed to identify trends in police abuse. For example:-

Alternate Dispute Resolution

Alternate Dispute Resolution aims at providing basic and quick relief at union and village level by formally addressing small scale communal disputes and claims of the locals. Resolution of such cases also decreases workload off the Courts. Alternate Dispute Resolution is provided through elected institutions at Union Council level such as Insaaf Committees, Musalehati Committee/jarga, Village & Neighborhood Councils, Press Clubs and Bar Associations. DTCE provides forums for community participation and citizen voice such as Khulli Katcheris (Open Forums). DTCE also institutionalizes alternative dispute resolutions (ADR) through the activation of Insaaf Committees (in the oversight role) and Musalehat committees/ jargas The mechanism of Insaaf Committees are used to achieve the amicable settlement of disputes amongst the people in the Union through mediation, conciliation and arbitration whether or not any proceedings have been instituted in a court of law in respect of such disputes.

DTCE develops formal linkages of the Insaaf Committees with the Union Secretary and local courts through partnership agreements (MoUs). Under the law, any court of competent jurisdiction may, in a case where it deems appropriate, refer a matter to the Insaaf Committee through the Union Secretary for settlement. The court making a reference to the Insaaf Committee for settlement of a dispute lays down the procedure for summoning the parties to the dispute. Where on a reference made by the court to the Insaaf Committee/Musalehat committee/jarga, the dispute is settled between the parties, the court may make such settlement as rule of the court.

VNCs form the channel between the local communities and the Insaaf Committee. Since VNCs are formed through elections/consensus, they have the local support and required credibility. This grass root level representation and local availability of VNCs helps the communities to convey their grievances through them to the Insaaf Committees. In this manner, the communities can be saved from travelling long distances to reach Union offices or the courts for the purposes of dispute reporting and possible settlement. The component also includes a capacity development programme for local government and civil society organizations to provide timely guidance and facilitation to communities in legal matters. DTCE signs MOUs with the district Bar Associations and Press Clubs to establish a formal partnership. To deal with legal issues and matters, the project organizes legal and paralegal resources to help communities, government and civil society organizations in accessing legal advice and support. For this purpose, DTCE establishes Community Empowerment Desk (CED)

at district Bar Association where regular Community Empowerment Round Tables (CERT) are to be organized in order to provide pro bono legal support to the affected communities as well as be venues for alternate dispute resolutions. For supporting the whole program, Press Clubs highlight relevant issues as well as raise awareness in the local print and radio media.

The Insaaf Committees formed under the PS&JP are to be composed of four members i.e. Chairpersons and Vice Chairpersons of UPSCs and C&SCs and constituted in each Union Council. The main reason why these members from different committees are brought together is so that linkages can be strengthened between these committees and better coordination can be achieved.
Insaaf Committees were successfully formed and trained on their roles & responsibilities in six districts of Malakand and MoUs were signed. MoUs with Press Clubs and District Bar Associations in all eight districts were also signed and CEDs were established. The MoU with ICs specified that they must attend all Khulli Kacheries and encourage citizens in their respective regions to attend these gatherings. The ICs were to maintain an efficient communication system with other committees and bridge the gap between authorities and the general public in order to improve public safety situation in the Malakand region and Mardan. The main role of ICs was to provide alternate dispute resolution. DTCE in return provided capacity building training and all technical and financial support to all these committees for the fulfillment of PS&JP activities.
As per the MoU, Bar Associations were required to provide space for the establishment of Community Empowerment Desks (CEDs) and form a Legal Aid Committee (LAC) to provide pro bono legal assistance to the general public. The bar associations had to organize Community Empowerment Round Tables (CERTs) and maintain a record of all cases in order to be presented at CERTs and also formulate a detailed activity report of the event. As part of institutional support, DTCE in return provided equipment and furniture fixture for the establishment of CEDs and any other facilitation or support needed by the Bar Associations for any PS&JP related activity.
Since Press Clubs are considered an important stakeholder in local communities; therefore DTCE acknowledged that collaborative partnerships with Press Clubs leads to enhanced social awareness among communities. The process was formalized by signing of MoU between the District Press Club and DTCE for a defined period.
Issues relevant to C&SCs, highlighted in the KKs are taken to the CERTs for further scrutiny by the members of CEDs and LACs so that they can then be sent to the relevant department for further action to be taken.
CEDs were established in all seven districts of Malakand and District Mardan along with installation of all required equipment and furniture.
Preliminary meetings with Musalihati Committees at police station level were conducted and Issues highlighted in the KKs related to alternate dispute resolution were forwarded by the Insaaf Committees to Musalihti Commitees and Musalihati Jargas, who then resolved these issues.

Rehabilitation of Voluntary Inmates

DTCE provides technical and institutional support to army operated rehabilitation center, "Naway Sahar Deradocalization Centre (NSDC) to provide unemployed parolees with opportunities for income and livelihoods and to reinforce prospects for their successful reintegration into society as productive citizens and not be drawn into insurgency.

DTCE provides support to the center by:

•   Providing technical and financial support, including monitoring of livelihood program related to rehabilitation of the Voluntary Inmates of RC.

•   Monitor the performance, outputs, and deliverables of the program as mentioned in the mutually agreed work plan of RC

•   Compile data and reports related to the program

•   Providing instructors training

•   Monetizing their economic cycle by setting up small businesses for trainees that pass out e.g. setting up a shop for a welder etc

•   Pro Naway Sahar Deradicilization Centre (NSDC) Bajoor viding counseling to remove radical religious views of Voluntary Inmates of RC.

Reintegration of Detainees through support to "Rehabilitation, Renew, and Restart''

As part of PS&JP activity, MoU was signed with the Naway Sahar De-radicalization Centre (NSDC) Bajaur and as the vocational courses already had been commenced, DTCE after numerous discussions with NSDC only supported the passed out inmates in their livelihood projects. The program designed at the NSDC for the voluntary inmates was for three months and catered to around 50 inmates. Table below provides details of the number of voluntary inmates enrolled in various trades in the second quarter (October-December 12) of the program:

The courses and skills are taught to the voluntary inmates free of cost in order to provide them with a chance to polish their job skills according to the market needs. Occupational and vocational training programs are provided on the individual's preference keeping in view general labor market conditions. An important component of rehabilitation is the on- job training, attained through job assignments and other similar tasks at NSDC Bajaur. Voluntary inmates, who fully participate in the vocational training, heighten their employment prospects and chances of reversal to extremism are also significantly reduced.

As part of work plan the three existing labs were upgraded namely electrician, carpentry and tailoring while three new vocational workshops were established namely computer, plumbing and masonry.

Institutional support provided for livelihood projects is based on thorough scrutiny of deserving individuals. In some cases the passed out voluntary inmates are absorbed in their family business/trade while in other cases the inmates are absorbed in local job market. In case of individuals belonging to the very poor strata are provided through livelihood projects. The inmates that have been provided livelihood opportunity are as follows:

Name	Place	Trade	Tools	Status
Walayat Khan	Bajaur agency	Tailor	Sewing Machine trade & others accessories	Work at tailor shop
Sami Ullah	Bajaur agency	Tailor	Sewing Machine trade & others accessories	Established Tailor and cloth shop
Ayaz Khan	Bajaur agency	Tailor	Sewing Machine trade & others accessories	
Sabz Ali	Bajaur agency	Tailor	Sewing Machine trade & others accessories	
Noor Ullah	Charsada	Tailor	Sewing Machine trade & others accessories	Student
Bismallah Jan	Bajaur agency	Carpenter	Drill /Grinder Machine & other trade tools	
Yousaf Khan	Bajaur agency	Carpenter	Planer/Chapaka & other trade tools	
Shakir Ullah	Bajaur agency	Carpenter	Grinder &other trade tools	
Abdul Khaliq	Bajaur agency	Carpenter	Planer & other trade tools	
Fazal Rabi	Mohmand agency	Carpenter	Planer/Chapaka & other trade tools	
Nadir	Mohmand agency	Elec	Drill Machine & other trade tools	
Ibrahim	Mohmand agency	Elec	Drill Machine & other trade tools	Running Electrical store
Gohar	Mohmand agency	Elec	Drill Machine & other trade tools	Running Electrical store
Bismallah Jan	Mohmand agency	Elec	Drill Machine & other trade tools	Teacher
Hafiz Ullah	Mohmand agency	Elec	Drill Machine & other trade tools	

Note: for the sake of security the original names have been changed.

The voluntary inmates of the first quarter batch were identified for livelihood projects were provided with necessary basic equipment and cash for material to start earning a living. The remainder has to go through the scrutiny process and will be provided the necessary equipment along with the deserving voluntary inmates of second quarter batch.

Hayatullah, a resident of Bajaur Agency was the only brother of five sisters. His father owned a small grocery store in Innayat Ullah Qila. Being the only son, Hayat was a spoilt child who always got what he wanted. Hayat failed his fifth grade exams and so dropped out of school and joined his father in the store. However, soon Hayat got in bad company, started stealing money from the store and ended up amongst terrorists. At that time, Bajaur Agency was fully ruled by Pakistan Tehrik e Taliban. Hayat became its loyal worker. During his training at the Tehrik e Taliban he learnt manufacturing of IEDs and making of suicide explosive jackets. Hayat was also a spy for the Tehrik e Taliban and kept a close eye on the activities of the security forces, his information to the Talibans inflicted great loss on the security forces. Soon Hayat was entrusted with a mission whereby he was to attach a bomb to one of the cars of the security forces. While he was performing this task a relative saw him and approached him to convince him not to do this. Hayat paid no attention to him and continued with his task. The relative however, did not give up and asked Hayat, '' if your supervisors think and believe that they are doing the right thing then why don't they send their own sons and relatives to do this, why are they asking you to perform this task?''. This question moved Hayat and forced him to think about his actions.

Gender Equity Program (GEP)

GEP PROJECT SNAPSHOT	
Start and End Date:	Cycle 4: December 2011 to April 2012 Cycle 5:May 2012 to May 2013
Award ID:	GEP CYCLE 4 & GEP CYCLE 5
Description:	Cycle 4: Supporting Four Month Campaigns on Gender Based Violence Cycle 5: Coordination and Support for the activities under two GEP Campaigns 'Supporting women's CNIC Registration in Selected Districts' in all Four Provinces, AJK and GB
Donor:	USAID through GEP
Implementing Partners:	Devolution Trust for Community Empowerment (DTCE)
Total Project Budget:	Cycle 4 US$ 111,000 + Cycle 5 US$250,000 = Total US$361,000
Total Budget Utilized:	Cycle 4 US$ 111,000 + Cycle 5 US$98,733 = Total US$209,733/-
Expected Project Outputs:	Cycle 4: » Organize Grants Opening and Closing Meeting » 50% monitoring of overall activities » Organize seminars at district level Cycle 5: » Organize Two grants opening and Closing meetings » 20% monitoring of overall activities » 96 Success Stories and Case Studies

Foreword Cycle 4

» Gender Based Violence (GBV) is still a deep rooted problem in Pakistan despite progress made in gender friendly legislation, higher female education, urbanization, and modernization. One reason for the current prevalence of GBV is the striking gender disparities related to economic, political, and service delivery dimensions and the pervasive lack of gender responsive governance. Following are some of the key indicators on the state of women in Pakistan that need to be highlighted and methods for their redressal identified.

» Pakistan has slipped in the Global Gender Gap Report rankings from 112 in 2006, to 126 in 2007, to 127 in 2008, to 132 in 2009 out of a 134 countries. Pakistan's performance is poorest throughout Asia, and poorest for the global 'lower-middle income' group of countries.

» Lack of specific legislation against domestic violence, despite estimates that suggest 70-90% of Pakistani women fall victim to this practice.

» Non-compliance with international agreements, including The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), The Convention on the Elimination of All Forms of Discrimination, Health for All by the Year 2000, Education for All by the Year 2000, and Universal Access to Reproductive Health Information and Services by the year 2015.

» Progress towards the 3rd Millennium Development Goal: "Promote Gender Equality" remains off-track with continuing high inequalities in primary enrollment, and literacy.

» Cultural biases subject women to violation of rights at the hands of both state and non-state actors, including "honor" killings, forced marriages, rape and domestic violence.

» Complaints received by Musalihat Anjumans from women comprise of: domestic violence (32%), minor quarrels and disagreements (23%), financial disputes (13%), and matrimonial disputes (12%)

Identifying the weaknesses mentioned above it was pertinent to ask ourselves:

» How could we create an enabling legal environment for effective protection and promotion of women's rights as provided by constitutional safeguards and international agreements?

» How could we bridge the gaps between law and enforcement, commitment and action?

» How could we remove disparities in public service delivery, particularly health and education, strengthening both the supply and demand side?

» How could we carve out an equal role for women in economic advancement, both as participants and beneficiaries of the process?
» Has increased political representation translated into actual participation of women in policymaking, empowerment of women as a national community, and mainstreaming of women's issues in public discourse? How could this process be strengthened? How could local culture and beliefs be overcome to allow positive change in social institutions?

Foreword Cycle 5

CNIC is one of the most fundamental and important documents for any individual residing in Pakistan. It is an essential document for opening up a bank account, filing a police report, casting a vote etc. Hence it is fundamental to economic empowerment, selection of leaders, getting access to civic amenities etc. CNIC registration for women is reported to be 74% across Pakistan but is below than 60% in areas specially in Baluchistan and Interior Sindh because of social norms, illiteracy, poverty and female mobility issues besides lack of awareness about the benefits of registration, hence making women vulnerable to free access of basic rights as the fundamental element in getting access to which every citizen of Pakistan should have equal access, which of course comes with getting a CNIC. Women CNIC registration not only opens up a lot of facilities at demand side (women) but is also instrumental information at supply side, where while preparing local, regional & national level forecasts and with low CNIC registration, low representation of women does not help planning bodies in making the right decisions. Women are 51% of our society and low representation from them means an over representation from the other segment (males). CNIC is an essential identity document which protects women`s rights. It is evident through the fact that first time in history their rights are safeguarded when in flood-hit areas women as

family heads were given Watan Cards and NADRA issued as many as 121,640 Watan Cards to disburse Rs2.43 billion among woman family heads. With women having CNIC it can help them register their cases in combating Gender Based Violence, be it domestic violence, Karo Kari etc.

The key role of DTCE in achieving of this grant's objective would be to manage, coordinate and monitor implementation and execution of project activities by the GEP sub grantees. DTCE would utilize its experienced resources to mobilize, manage and monitor the stakeholders in meeting the objectives of the project in timely manner.

Introduction to the Programs

Learning from the shortcomings in the existing system and to answer some of the questions mentioned earlier GEP provided a good platform to start in the right direction. Following were the expected outcomes:

Cycle 4

1. Enhanced awareness of GBV
2. High visibility and promotion of 16 days of activism.
3. Empowerment of women through increased bargaining power to secure the delivery of rights and services from the state, as citizens equal to men.
4. Raised awareness levels of women's rights in general and gender based violence in particular, among national, provincial, and local governance stakeholders.
5. Enhanced skills of CSOs and local citizen groups to conduct advocacy focusing on women's rights and GBV.

The Synopsis of project details are mentioned the table below:

Direct Beneficiaries	Benefits	Involvement
4 Provincial GEP Partner Organizations (under sub-grant 74-77) – 8 women or 2 from each organization. 17 Regional GEP Partner Organizations under sub-grant 78-94. 34 women, or 2 from each organization. Participants in 16 days of Activism, Pakistan Woman`s Day, and International Woman's Day. (450 women, or at least 50 women at each event.)	» Effective experience sharing and cross fertilization of ideas to assist in the formulation of impact oriented plans of actions » Strengthened linkages and networks generated amongst partner organizations and participating organizations, civil society, policy makers, gender specialists, etc » Coverage of key events in newspapers and electronic media » Enhanced skills for advocacy on GBV » More gender-responsive focus of local organizations	» CSOs, partner organizations, provincial and regional sub grant organizations, key event participants. » They will participate in network building events » Monitoring and mentoring during implementation of plans of actions. » Overall GEP Grant stakeholders including womens, women CSOs, NGOs, etc in AJK, GB, ICT, all four provinces, and 17 regions identified by GEP

Cycle 5

Documentation remains a key success factor so Cycle 3 & 5 was envisioned to "Support Women's CNIC Registration in Selected Districts" to increase the women's registration with the National Database & Registration Authority (NADRA):

Expected outcomes of the project are as follows:
1. Increased level of awareness about benefits of having a CNIC
2. Mobilization of women for CNIC registration
3. Increase in Women CNIC registration
4. Increase in female Voter Registration made possible
5. Enhanced skills of CSOs and local citizen groups to conduct advocacy focusing on women's CNIC registration

The Synopsis of project details are mentioned the table below:

Direct Beneficiaries	Benefits	Involvement
15 GEP cycle 3 organisations 19 GEP cycle 5 organisations Participants in awareness campaigns & benefiting from CNIC registration drives	» Effective experience sharing and cross fertilization of ideas to assist in the formulation of impact oriented plans of actions » Strengthened linkages and networks generated amongst partner organizations and participating organizations, civil society, policy makers, gender specialists, etc » Coverage of key events & campaigns in media » Enhanced skills for advocacy on women CNIC Registration » More gender-responsive focus of local organizations	» Execution & implementation of Plans of Actions » Advocacy campaigns » Creating & facilitating enabling environment » They will participate in network building events » Monitoring and mentoring during implementation of plans of actions. » Overall GEP Grant stakeholders including women, women CSOs, NGOs, etc in AJK, GB, ICT, KP all four provinces & NADRA

Project Performance Cycle 4 & 5

Devolution Trust for Community Empowerment (DTCE) has been awarded two Cycles in Gender Equity Program (GEP); Cycle 4 and Cycle 5. Cycle 4 was completed in April 2012 and Cycle 5 is currently in execution phase.

» Under the Grant Cycle 4, DTCE organized grants opening and closing meetings, provided work planning training and support to other sub grantees as well as organized 11seminars on gender based violence such as "Sexual Harassment against Women at Workplace". The activities were meticulously organized to help raise awareness on gender based violence as an important human rights issue on local, national and international levels. Events organized details are as follows:

Event Theme	Event Location	Event Date	Male	Female	TOTAL
16 Days of Activism	Muzaffarabad	28-Jan-12	77	120	197
16 Days of Activism	Gilgit	30-Jan-12	72	80	152
16 Days of Activism	Islamabad	31-Jan-12	46	43	89
National Women's Day	Gilgit	15-Feb-12	109	80	189
National Women's Day	Muzaffarabad	16-Feb-12	57	206	263
National Women's Day	Peshawar	16-Feb-12	95	77	172
National Women's Day	Islamabad	21-Feb-12	58	110	168
International Women's Day	Islamabad	12-Mar-12	81	65	146
International Women's Day	Muzaffarabad	20-Mar-12	27	176	203

International Women's Day	Peshawar	28-Mar-12	92	67	159
International Women's Day	Abbottabad	30-Apr-12	36	228	264
TOTAL			750	1252	2002

» DTCE set up a team of short term locally identified Independent Monitors, located at the regional level i.e. AJK, GB and KPK. Over the campaign period, the monitors visited and assessed above 50% of the activities undertaken by the sub-grantees. Monitoring details are as follows:

Monitoring of Sub Grantees' Events – GEP Cycle 4			
Province	Total Events	Monitored by DTCE	Percentage %
AJK	62	31	50%
KP	244	139	57%
GB	27	6	22%
TOTALS	333	176	53%

The second grant Cycle 5 as explained under the heading introduction to the programs is titled "Coordination and Support for the Activities under Two GEP Campaigns 'Supporting Women's CNIC Registration in selected Districts' in four Provinces, Azad Jammu and Kashmir (AJK) and Gilgit-Baltistan (GB)". This grant is currently in execution and it includes monitoring of GEP Cycle 3 and Cycle 5 sub grantees in 34 districts across Pakistan. In addition, DTCE organized two Grants opening meetings one each for sub grantees for cycle 3 & 5 and provided work planning support to the sub grantees. Success stories are documneted through local program resources and refined at the DTCE HQ before being sent to GEP team. The first batch of twenty two success stories from different districts were shared while work continues on further case studies. Following is the province wise breakdown of activities monitored during the period July to December 2012. These breakdowns cater to 3 basic type of activities; Mobilization Meetings, VMC Formation Meetings and CNIC Registration Camps.

Cycle 3 & 5 Monitoring Details				
Province	Mobilization Meetings	VMC Formation	CNIC Registration Camps	Total Event
Punjab	45	51	159	255
Sindh	26	74	48	148
Baluchistan	29	47	32	108
KP	0	0	35	35
AJK	4	5	5	14
GB	4	3	3	10
TOTALS	108	180	282	570

Impact Analysis

In GEP Cycle-4, maximum areas of Pakistan were covered and events were conducted at District, Tehsil and even at school level creating awareness among wide spectrum of people. This program provided a platform to directly interact with the locals of different areas of Pakistan and giving the women an opportunity to come forward and raise their voice for equal rights.The project highlighted and facilitated financial empowerment of women which inspired the beneficiaries to exploit their potential in all spheres of their live. The project provided them an opportunity to let their voices heard through making them aware of their rights.

Frontier Crime Regulation (FCR)

FCR PROJECT SNAPSHOT	
Start and End Date:	September 2012 to September 2013
Award ID:	CVP 033
Description:	Da Khalqu Awaz (The People's Voice)
Donor:	USAID through TDEA
Implementing Partners:	Devolution Trust for Community Empowerment (DTCE)
Total Project Budget:	US$ 178,762/-
Total Budget Utilized:	US$ 15,460/-
Expected Project Outputs:	» To form linkages, between and among Government, political parties and non-Government actors for improved monitoring of FCR reforms vis-à-vis implementation; » To strengthen citizens' voice through oversight of the FATA Secretariat, FATA Tribunal and other relevant authorities, and/or advocacy for implementation of FCR reforms for protection of human rights.

Introduction

The amendments in the FCR can be seen as a first step towards promoting moderate trends to prevail over extremism, the next step is to evolve a new system and abolish this traditionally conservative system. However, the reforms have not been implemented so far even with the direct order of the President of Pakistan for an effective and speedy implementation in consultation with the parliamentarians representing the FATA agencies. The reforms as provisioned would optimistically rid the tribal people from a century of bondage and usher them into mainstream of national life while respecting local customs and traditions.

DTCE designed a holistic approach of assembling all stake holders for the creation of advocacy message and materials for the true implementation of the FCR reforms along with proposing alterations within the current context of the reforms to achieve maximum public accountability and monitoring of human rights' violations in the Bajaur agency. This project is helping to build civil society, citizens' groups' and provincial parliamentarians' capacities for greater understanding as well as Advocacy for implementation of FCR Reforms, emphasizing new responsibilities under the amendment. It is also building local opportunities and mechanisms for organizing and enhancing citizens' voice.

In October 2009, the International Crisis Group (ICG) in a report titled "Pakistan: Countering Militancy in FATA", had examined the Talibanization in the Federally Administered Tribal Areas (FATA), and argued that only reforms that encourage political diversity, enhance economic opportunity, and guarantee civil and political rights will address the problem. The ICG had suggested to the US and the international community to combine aid with a robust dialogue on institutional reform in border areas of Pakistan. The report warned that "this ongoing operation is unlikely to succeed in curbing the spread of religious militancy in the FATA, unless the Pakistan government implements political reforms in that part of the country".

According to the reforms, the people of FATA will be able to appeal against the decisions of the Political Agents. Under the old system, if an individual was accused of committing a crime, the entire tribe was penalized. It was, therefore, imperative to introduce political reforms in the tribal areas, as the tribal population is also entitled to the same rights and privileges as enjoyed by people living in other parts of the country. The amendments in the FCR can be seen as a first step towards promoting moderate trends to prevail over extremism, the next step is to abolish this traditionally conservative system. The Political Parties Order 2002 will allow political parties to operate in FATA. The right of the people of FATA to form political parties or become members of the existing political parties of Pakistan has been upheld in the reforms. It is noteworthy to mention that had the citizens from FATA been part of mainstream politics, religious fanatics would not have had the influence to aid and abet the foreign militants to create problems for Pakistan. It should also be noted that more than 70 per cent residents of FATA live below the poverty line due to lack of physical protection, legal rights and economic opportunity for a large number of subsistence farmers, making them more likely to become easy prey for the terrorist outfits.

As envisaged in the Project rationale document Bajaur agency has turned out to be a prime selection for advocacy for effective implementation of the Frontier Crime Regulations (FCR). Bajaur agency houses 757,000 citizens according to the census of 2011. The population density in Bajaur Agency is 461 persons per square kilometer with a gender ratio of 108 males for every 100 females.

The Political Agent is the over all in charge for the agency administration, assisted by Assistant Political Agents. The agency headquarter is located at Khar. Administratively, Bajaur Agency comprises of two sub-divisions, namely, Khar sub-division and Nawagai sub-division under two Assistant Political Agents. Khar sub-division has further been divided into three Tehsil, namely Khar, Salazai, and Uthman khel, while Nawagai sub-division consists of four tehsils, namely Chamar kand, nawagai, Mamund and Barang. Thus, all the seven Tehsils in the agency are under the charge of three Political Tehsildars and Political Naib Tehsildars.

Dysfunctional and repressive governance leaves Bajaur Agency vulnerable to militancy. Local alienation resulting from an unaccountable and unresponsive administrative apparatus is readily exploited. Militants still hold 20 percent of the area which is near the Afghan border.

Militant violence and military operations have also undermined any prospect of economic development in the tribal agencies. FATA was severely underdeveloped even before the rise of militancy due to government neglect, legal barriers and structural impediments to investment and lack of private enterprises. With no economic regulation or proper courts, a black economy has flourished, notably a pervasive arms and drugs trade. Violence has contributed to poverty, with the lack of jobs making FATA's residents vulnerable to militant recruitment. In the year 2011 54 schools were targeted by militants in FATA whereas the media also continues to be threatened by the militants.

The situation asks for long term yet urgent attention on the issue, and "The Peoples Voice" program is an able solution. Implementation of FCR is important as it is not just a document detailing punishments, it is a complete code of governance taking into account the setting up of judicial system, administrative setups for service delivery, setting up of political outfits etc. The intended purpose of the reforms is to make the tribesmen stakeholders in the system to the greatest extent possible.

Program Objectives
Under the project "Da Khalqu Awaz (The People's Voice)" DTCE has sought to advocate the implementation of FCR reforms through development and application of custom designed tools to ensure effective public oversight, advocacy and accountability of relevant authorities. The objectives of the project are:

i. To form linkages, between and among government, political parties and non-government actors for improved monitoring of FCR reforms vis-à-vis implementation;

ii. To strengthen citizens' voice through oversight of the FATA Secretariat, FATA Tribunal and other relevant authorities, and/or advocacy for implementation of FCR reforms for protection of human rights.

Project Outcomes
The project includes the following important deliverables:

i. Support citizen advocacy that feeds into implementation of FCR Reforms at the agency level

ii. Provide forums to public where they can engage with FATA secretariat, FATA Tribunal, and law makers to lodge grievances and make suggestions for possible inclusions in future legislations regarding the FCR Reforms, i.e. Improved transparency and accountability at planning, execution and evaluation stages in the implementation of FCR reforms and related FATA Secretariat activities as well as the working of the FATA Tribunal.

iii. Strengthen stakeholder coordination and speed up the process of implementation of FCR Reforms i.e. Better awareness among the FATA citizens about process and procedure to approach FATA Tribunal along with improved grievance-redress systems (in particular the FATA Tribunal) in terms of efficient, fair and quick disposal of cases.

iv. Improved public awareness and knowledge about the status and protection of human rights in FATA and that the complaints of citizens pertaining to human rights' violations are more easily heard and responded.

v. Media and press clubs integration to improve and strengthen monitoring mechanisms for human rights' violations in FATA along with better scrutiny and analysis of FCR Reforms and coverage of human rights' issues by pluralistic media.

Project Performance
During the reporting period DTCE has developed Memorandum of Understandings (MoUs) for FATA Secretariat and the Political Agent (PA) of the Bajaur Agency. Preliminary meetings were held with PA Bajaur and FATA Secretariat staff. Application for processing of NOC was also submitted to FDMA and Directorate of Projects.

Since the basic objective of the project is to provide advocacy on Frontier Crime Regulations we have developed the legal context of FCR, Its criticism and reform with regards to the constitution of Pakistan and Human Rights. Staff engagement, development of web page and IEC material were other important activities undertaken.

ACTIVITY WISE DESCRIPTION
Project Staff
DTCE has built on its organizational strength and in-house expertise by utilizing the services of its existing staff to undertake this assignment. We possessed seasoned and trained personnel who attributed in quick start of the program activities. We have allocated staff members as agreed in the grant agreement.

Orientation of Staff

Extensive staff orientation was done regarding the project. The staff is now well versed with the project implementation and methodology. Strategy for the implementation of the project was finalized and project work plan and targets were reviewed and revised. CVP team has also provided trainings to two of our staff members.

Development of MoU for FATA Secretariat

MOUs were prepared and finalized during the reporting period. Roles and responsibilities of stakeholders have been defined in the MoUs. Copy of the MoU was shared with FATA Secretariat. The MoU is under review at the secretariat and expected to be signed in the 1st quarter of 2013.

Meeting with FATA Secretariat and Signing of MoU

Preliminary meeting held with concerned officials for signing MOU. In the meetings it was discussed that MOU can only be signed after obtaining no objection certificate. DTCE has submitted the application for NOC which is under review process.

Development of Stakeholder dialogue strategy

Draft stakeholder dialogue strategy was developed which is presently going through fine-tuning in the light of the legal context paper developed.

Development of MoU for P.A Bajour

MOU was prepared and finalized during the reporting period. Roles and responsibilities of stakeholders were defined in the MoU. Copy of the MoU was shared with the administration of Bajaur Agency. The PA Bajaur Agency has agreed in principal for signing of MoU and is waiting for the FATA Secretariat directive for implementation.

Website updated on monthly basis

DTCE has prepared and uploaded web page for FCR project in the light of the branding and marking policy shared by CVP team. The snapshots of the Web Page were shared shortly for approval of the CVP team as agreed in the grant agreement. As per plan the web page will be continuously updated with all advocacy material on FCR and its related documents for easy access of communities. The web address was shared with stakeholders for easy reference.

Configuration of IVR system with FCR Project Module and SMS processing on monthly basis

DTCE has setup an Interactive Voice Response System (IVR) Bolo SMS with which thousands of people can be contacted within minutes. BOLO SMS database and other modules related to FCR project have been customized and systems inclusive hardware is ready to be deployed, however contact numbers of Bajaur relevant populous need to be collected. These contact numbers will be gathered during different stakeholder meetings and also from the administration. Short massages related FCR reforms in regional languages will be developed and sent to stakeholders after the approval of CVP team. The main features of the software are as:

» All stakeholders' information including Jirga members, elected representatives, political agents, assistant political agents, tehsildars, naib tehsildars etc. and their contact information.
» Details of the consultative meetings held with the stakeholders. This will include the venue, date, participants and minutes of the meetings.
» Detail of training's for local representatives, Jirga, PA, APA etc. This database is also used to record details of various complaints regarding the opposing political or tribal influential that have been directly mailed or recorded via DTCE's Toll Free number.

This database will be used to generate meaningful reports and statistics for decision makers/ stakeholders.

Information, Education and Communication (IEC) material

DTCE had developed IEC material related to various operations of FCR including Brochures/Flyers, Posters, Banners, Display boards, Training Manuals etc.

Development of module/Software for FCR project

DTCE IME team has developed reporting module for FCR project in our Citizen Engagement Information Management System (CEIMS). T

Development of Legal Aid Material on FCR 1901 and FCR Amendments 2011

Since the basic objective of the project is to provide advocacy on Frontier Crime Regulations DTCE has developed the legal context of FCR, its criticism and reform with regards to the constitution of Pakistan and Human Rights. The document will not only help in providing us comparisons of new enactment Vs 1901 regulation but also provide us salient features and details of the new enactments that will be used in the advocacy and capacity building campaign and other related activities.

Study on Citizen Perception in Malakand Division

GIZ PROJECT SNAPSHOT	
Start and End Date:	November 2012 to February 2013
Award ID:	83121500
Description:	Study on Citizen's perception in Malakand Division / KP
Donor:	GIZ
Implementing Partners:	Devolution Trust for Community Empowerment (DTCE)
Total Project Budget:	US$ 117,467/-
Total Budget Utilized:	US$ 6,120/-
Expected Project Outputs:	Citizen perception survey to obtain quantitative data as well as its analysis from the key stakeholders of the programme that consist of citizens, in parts of the Malakand Division and selected local government officials

Introduction

GIZ proposes to conduct a perception survey research to obtain quantitative data as well as its analysis from the key stakeholders of the programme that consist of citizens, in parts of the Malakand Division and selected local government officials. DTCE will utilize its past experience, expertise of social research consultations and its existing presence and networks in the Malakand Division to support the research process. This will include partnering with local CSOs in Malakand division that will administer the questionnaires within the treatment and control Tehsils. The targeted respondents of the research will include citizens (male and female) and local administration officials that are relevant to the Governance Programme thematic areas of tax, and administrative reforms, and the prevention of violence against women. The questionnaires will include a demographic section that capture socially excluded and marginalized groups in the research in order to provide a more 'comprehensive' and 'generalized' representation of the local population.

The research will be carried out in all 24 Tehsils of Malakand Division with 10 being treatment districts and the remaining 14 being control districts.

This research will serve as the baseline for the overall monitoring of the progress of the three thematic areas of GIZ Governance Programme. This research baseline and further iterations will also be intended to identify lessons, best practices, and key issues to provide an experiential learning document that can be used to draw upon when modifications (if necessary) are made to the Governance Programme.

Using control and treatment groups in baseline would help us to identify the individual impact of intervention on the outcome variable of interest while controlling for other intervening or mediating variables.

Primary Research Objective:

To assess the perception of the "GIZ Governance Programme" stakeholders and beneficiaries on the thematic areas of administrative, tax and gender reforms.

Research Methodology

The research methodology is primarily composed of Quantitative data collection, analyses and interpretation. For quantitative data collection of household survey, representation of both males and females would be ensured. The household questionnaire has already been developed by DTCE in consultation with GIZ personnel. Another shorter version of the questionnaire is also under development to be administered to the following officials in the target area:
» All 17 Tehsil Municipal Officers
» All 7 EDOs Excise and Taxation Department
» All 7 EDOs Social Welfare & Special Education and Women Empowerment Department

DTCE will also utilize its existing social capital in the Malakand Division to provide content suggestions for the questionnaire. This will be carried out by holding meetings with the concerned local officials (Tehsil and District level) and local CSOs. The general citizen questionnaire at the end will entail a demographic section outlining their income, education, age, gender, religion, socio-economic status, which will help in ascertaining whether they belong to socially excluded and marginalized groups.
The final questionnaires reflects a comprehensive coverage of the GIZ thematic areas, ground realities in Malakand Division and sections upon which periodic assessments can be made to measure deviations in the perceptions of the stakeholders that will facilitate comparisons with the

baseline data when further research iterations are carried out. Questionnaire pre-testing will be done in pre-field and field exercises. Citing our past experience of research, particularly in Malakand Division, where most citizens have elementary Urdu skills so the questionnaires will be translated into the local language of Pashto.

Project Performance

The project began in the last quarter of the year and following outputs were achieved:
» Research design developed & finalized

» Research questionnaire developed
» Inception Report developed
» Pushto Translation of questionnaire is in progress
» Development of Capacity Building Manuals for data enumerators is under review
» Selection of local partners for data enumeration in progress

Institutional Strengths and Assets

DTCE is headed by a dynamic Board of Directors, comprising professionals with diverse backgrounds and expertise. Having members that are highly professional and well verse in policy formulation, analysis, and advocacy in both the development and corporate sectors gives DTCE a comparative edge. The fact that DTCE is one of the most successful and vibrant model for community empowerment in a time span of a mere 8 years stands testament to the unflagging and untiring efforts and vision of DTCEs BoDs. DTCE has an organizational culture that reacts to new developments and manages knowledge, incorporating it into structure and processes, so as to benefit its programming and partnerships to the fullest. Participatory action research supports ongoing learning processes while programming methodologies of choice are consultative, participatory, and treat on-going social and managerial experiences as opportunities for learning.

Capacity development, advocacy, information and research and partnerships are used creatively to incentivize collective action and responsiveness from community and government stakeholders.

The key principles governing DTCE operations ensure that all resources are utilized through consultative and transparent processes, involving management, field staff, programmers, technical advisors and consultants, equally as stakeholders.

Assistance and support including financial, institutional, advisory and training, are provided to CSO Partner Organizations in accordance with the eligibility criteria established by DTCE.

Partners and their resources, as well as those of DTCE, are treated as a sacred trust. Moral and fiduciary responsibilities to administer and manage resources with due diligence, are carried out in accordance with the purposes for which DTCE was established. Trained, high caliber administrative staff and internal audit procedures ensure that DTCE's operations are subject to sound financial and operational management principles.

DTCE strictly follows its procurement, finance, audit, HR and disaster risk management manuals while undertaking any type of procurement or other program activity, these manuals are prepared keeping in mind the best international practices and are finalized by Grant Thornton International. This proves DTCE's proficiency in understanding and practicing international procurement/program implementation standards.

Since the organization is a registered entity it has full authority to enter into contracts with all the stakeholders (donors, CSOs and consultants etc). To ensure transparency and accountability in program processes DTCE has formed different committees. These committees performs the important functions of need assessment of any procurement request, collection of requests for proposals (RFPs) from suppliers, preparation of bidding analysis and

approval to issue work order.

Standard formats of Memorandum of Understandings (MoUs) have been developed for implementing partners. These partners includes partner districts, tehsils and unions, civil society organizations, CCB Networks, Local Council Associations, Village and Neighborhood Councils, Partner Press Clubs and bar Associations, office of district Police Officer and national NGOs. These MoUs are drafted and discussed in detail with senior management. Then these are forwarded to legal counsel for legal opinion. Final MoUs are then implemented in program activities. These MoUs clearly articulate the terms and conditions for both the parties, work to be completed by each party and agreed deliverables for release of funds.

Monitoring & Evaluation

In any organization the information, monitoring and evaluation functions are key processes which ensure the effective performance as well as making timely adjustments as required. DTCE IME system is a vital organizational tool that collects, analyzes and translates data into meaningful information that is utilized in monitoring and evaluation as well as providing inputs for policy formulation. The system fulfills its task of ensuring that all components, partners and related activities of the DTCE model are operating at an effective level that ensures the desired quality of impacts and outputs.

M&E Processes

Information, Monitoring and Evaluation (IME) systems at DTCE have been designed based on the following guiding principles:

» Evidence-based analysis is used to raise issues and develop conclusions
» Flexible approach to implementation of M&E program (both outsourcing and self-implementation)
» Keeping abreast with technological advancements to keep innovating in processes and systems for improved productivity
» Inclusion – holistic and participatory approach is used to monitor program activities

Under these guiding principles, a distinct strategy is developed for each project at the stage of program design using the following M&E cycle:
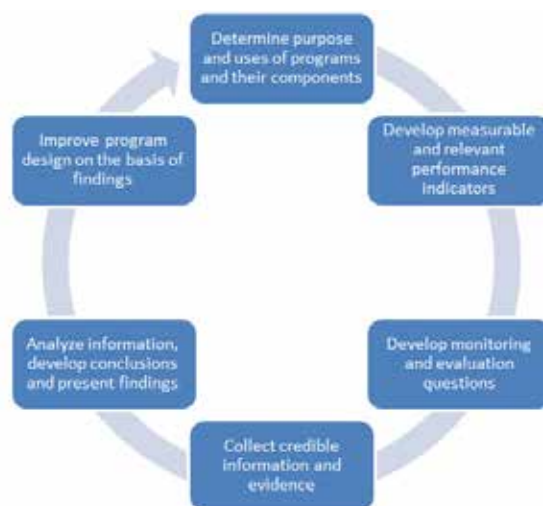
As shown by the above diagram, IME maintains a system of continuous yet objective information flows through which evidence based conclusions are used for informed decision making to bring about improvements in existing as well as future programs.

Publications

During 2012, various research initiatives were realized and extensive independent monitoring of on ground activities was undertaken resulting in a number of informative reports. These included the following:

Perceptions of Key Stakeholders of the "Sustainable Development in Malakand through Peace Building, Improved Governance and Economic Recovery" Project

With the closure of Malakand Peace project in February 2012, DTCE decided to conduct a perception survey research titled "Perceptions of Key Stakeholders of the 'Sustainable Development in Malakand through Peace Building, Improved Governance and Economic Recovery' Project" in January- February 2012 to obtain quantitative and qualitative feedback from the key stakeholders of the project. Hence this research coincided with the end of the project and was ideally timed to obtain results from the key stakeholders to analyze the perception of people about the performance of VNCs, UPSCs and C&SCs. This research was carried out on village and Union Council level in all the three districts (Swat, Buner, & Malakand) of Malakand division where these institutions had been created.
The purpose of carrying out this research was to get information regarding facilities which are provided as well as neglected by VNCs, C&SCs and UPSCs. The evaluation would attempt to determine systematically and objectively the relevance, effectiveness, efficiency, sustainability of the projects. To accurately evaluate the opinion of overall population on VNCs projects in selected districts, the general citizens and VNCs, UPSCs and C&SC members were selected as being target group. In this context, effectiveness of DTCE interventions in the treatment villages was measured through empirical evidence.

Promoting Social Inclusion through CCBs: A Quantitative Analysis

Despite successful results of DTCE's programme, the inroads made into the defenses of social exclusion through CCBs were not quantifiable, due to lack of information at all government levels on socially excluded communities organized into CCBs. In April-May 2012, DTCE performed an in-house exercise to address the problem of identification of socially excluded communities organized as Citizen Community Boards. Semantic analysis of CCB members' information and predictive approaches were used to mark CCBs falling into different SE categories. Utilizing the existing data related to CCBs and their projects available with the organization till June 2012, a report titled "Promoting Social Inclusion through CCBs: A Quantitative Analysis" was published. Considering CCBs as an effective and viable tool for eradicating social exclusion, this report analyzes quantitatively the inroads made into the problem of social exclusion in DTCE's partner districts through the mechanism of CCBs provided under LGO 2001.

One Window Operations and Citizen Protection Desks Monitoring Report

During March and April 2012, OWO and CPD software were deployed at the FACER target districts and trainings were provided to the available staff on its usage. The purpose of providing software support was to increase the efficiency of the district offices involved in the process of rehabilitation through FACER program by facilitating the data processing and reporting systems in this regard. To gauge the level of functioning of OWOs and CPDs, monitoring visits were conducted in June-July 2012. Based on these monitoring visits, a report titled "One Window Operations and Citizen Protection Desks Monitoring Report" was produced which identified various issues and presented key recommendations.

Analytical Review of CCB Projects Implemented for Restoring Community Infrastructure

For flood rehabilitation CCB projects in FACER program, in order to ensure that the donor and CCB funds are effectively utilized to yield tangible results for maximum number of beneficiaries, a dual layer monitoring function was developed and implemented. The primary monitoring layer included Local Monitoring CSOs (LMCs). These CSOs were engaged through a competitive bidding process in each target district and their staff members were provided structured trainings on data collection, monitoring of PCM trainings and CCB projects. The secondary layer was implemented by DTCE's own monitoring staff. They were responsible for coordination with the local partners, taking continuous updates on projects monitored from monitoring CSOs, and to ensure quality of monitoring through cross-verification processes. As an overarching mechanism, DTCE's monitors also visited project areas sparingly to ascertain the authenticity of reporting by the local partners. This activity spanned three phases in which a total of 480 projects were monitored. Three sub reports, inter-spaced by about 2 months, mentioning the findings from monitoring of each project were produced before production of the final report titled "Analytical Review of CCB Projects Implemented for Restoring Community Infrastructure". While analyzing the internal and external processes, this report also highlighted various successes and challenges pertaining to various stages of CCB projects life cycle in the context of FACER program.

FACER Citizen Satisfaction Survey

A detailed research study titled as "FACER Citizen Satisfaction Survey" was undertaken in the second half of the reported year. This research aims to gauge the overall satisfaction levels of stakeholders and beneficiaries of exclusively FACER funded community projects implemented in programme flood affected areas as well as the two supporting components of One Window Operations (OWOs) and Citizen Protection Desks (CPDs). The research was successful in obtaining quantitative and qualitative data that encompassed the key features of the project. Out of a total of 29 FACER project districts, 14 districts

research districts were selected to give a sample that is representative of all four provinces and AJK as well as providing coverage over both the rural and urban divide. Consequently, DTCE IME supervisors were trained on the research methodology and questionnaires enabling them to impart trainings to local partner CSOs in select research districts as well as act as on field monitors for the duration of the research to ensure methodology and quality controls. Over 2,500 respondents comprising of citizens (males & females) were administered a close ended questionnaire that encapsulated their feedback on post flood reconstruction projects and One Window Operation (OWO) facilities. Focus Group Discussions (FGDs) were conducted with Citizen Protection Desk (CPD) complainants and beneficiaries as well as CCB members to obtain qualitative information. This report is finalized and will be published in February 2013.

Systems Development

With the advent of new programs, monitoring processes have to be kept alive to be adaptable to peculiar requirements for different programs and projects. Various systems and manuals developed for new programs are mentioned as follows:

1. For the project "Advocacy for Effective Implementation of the Frontier Crime Regulations (FCR) Reforms", a detailed reporting framework was developed. This framework identifies various project stakeholders and actors and their corresponding reporting needs, communication and reporting channels as well as responsibilities. The project website was also developed and activated online. A comprehensive web enabled software to be managed at the One Window Operation at the office of PA Bajaur Agency and FCR Reforms Cell at FATA Secretariat has also been developed and tested. Upon activation of these facilities, these systems will be immediately rolled out for quick implementation.

2. Detailed monitoring frameworks for various components/activities of the Public Safety and Justice Program, such as Khulli Kacheris and Reintegration of Voluntary Inmates, have also been developed. Upon finalization, independent monitoring will be implemented in accordance with them. Related data entry and reporting modules were also developed and deployed to encompass all operational activities of the project.

3. DTCE's organization-wide operations information management software, Community Empowerment Information Management System (CEIMS), was enhanced to include FACER specific data entry and reporting modules. These included formats for union level ground assessments, CCB formation and SE profiling, PCM trainings, Project proposals, OWO and CPD reporting formats among others. After passing through data control and verification processes, these reports were entered into CEIMS. Multi level reports were generated for various levels of analysis. These reports have been instrumental in providing the foundation for effective decision making during the course of project implementation.

Third Party Monitoring for Gender Equity Program

In this partnership, DTCE has played an important role in GEP grant cycles 4 and 5. DTCE was involved in lending management and work planning support for organizing grants opening and closing meetings, organizing awareness raising sessions and most importantly, monitoring of other sub grantees activities in the target districts.

For monitoring of awareness raising events on gender based violence in Cycle 4, DTCE set up a team of short term locally identified Independent Monitors, located at the regional level i.e. AJK, GB and KPK. Over the campaign period, total 333 events were organized in the target areas. The monitors visited and assessed 176 events organized by the sub-grantees, thereby achieving 53% monitoring sample. Each monitor was to develop and submit detailed reports of every assessment and supported visit along with photographs to GEP. Monitors were also expected to gather stakeholder feedback on campaign activities. DTCE worked in close collaboration with GEP monitoring and evaluation unit to finalize the monitoring plan.

DTCE is the national monitoring partner for GEP Grant Cycle 5, which pertains to mobilization of women to obtain CNIC registration in areas with the lowest rates of women registration (34 districts in all four provinces of Pakistan, AJK and GB). The monitoring mechanism is two layered which enhances the credibility of the monitoring reports. Till the end of year 2012, 570 different sub grantee events were successfully monitored. The monitoring mechanism also involves flash reports which are sent to GEP instantaneously for quick remedial action wherever necessary.

Lessons Learnt

DTCE, both as a learning organization and an institution, progressed along a steep learning curve in 2012 as it faced several challenges and opportunities in the external environment. The onslaught of floods in 2010-11 and the threat of growing militancy in Malakand, continue to present difficulties, but by utilizing a strategy of mobilizing local social capital and developing linkages with both the demand and supply sides of governance, DTCE has managed to turn these challenges into opportunities. Experiential learning therefore has become the primary method of knowledge creation and consolidation. An overview of some of the major lessons learnt during 2012 is given below:

Need for Diversification

With the changing local socio economic landscape coupled with shifting donor priorities, DTCE has learnt that in order to further its agenda of community empowerment, it must diversify into other related areas, both for organizational sustainability and environmental adaptability. This has resulted into securing a few donor grants in the areas of citizen voice, gender, public safety and legislative reforms which is a new beginning for an organization that for the major part of its existence stayed as a uni-focus enterprise.

Maintaining Social Capital
Despite the fact that no local government elections were held, DTCE has learned the important key lesson of continuing to support and leverage local social capital even if the environment is not conducive politically. It was this local social capital that was so useful in supporting rehabilitation and reconstruction in the aftermath of mega disasters such as the national floods and insurgency. DTCE is now in an advantageous position as it is still functioning at the local level and once local government elections take place, DTCE can leverage this social capital to serve and support local democracy.

Continued Support for Citizen Entitlements
Another key lesson learned by DTCE is that citizen entitlements in the shape of V&NCs, CCBs, and UPSCs are still the key local level institutions through which general and marginalized citizenry can be empowered to undertake citizen based development, provide municipal services, and participate in public safety affairs. With the demise of the last elected local governments most of the entitlements ceased to function as either funding from the state was withheld or local authorities did not encourage their formation. Nevertheless DTCE still encouraged citizens to avail these entitlements, providing funds from its own resources, and undertaking advocacy with certain districts to support these bodies. In doing so DTCE has helped manage and sustain these institutions which are still undertaking key activities within their localities. For example, in flood-affected districts, CCBs are implementing early recovery projects for rehabilitation of basic infrastructure and amenities. V&NCs are providing municipal services at the village level and lastly UPSCs are participating in public safety affairs particularly in post the conflict areas of Malakand. If DTCE had ceased to support these entitlements, it would have been near impossible for DTCE to implement any meaningful support for citizenry at the local levels.

Advocacy
Without involving local governments, most projects work directly with the demand side of governance at the local level. However, DTCE, before and after the cessation of elected local governments, has managed to build linkages with the state at the provincial level as well as with interim district government setups. This has allowed DTCE to not only continue its operations with ease in the field but also provided it with a venue to conduct advocacy on key issues and obtain government support for the inclusion of citizen entitlements in their legislation, activities, and funding.

Gender
Women for a long time have been denied a whole range of rights – economic, social, civil and political. This is a bizarre situation waiting to be changed for better. Understanding the problem is one thing but taking right measures to utilize this deprivation into an opportunity is another matter. Therefore, for DTCE; carrying out targeted advocacy interventions to mobilize and strengthen women' participation to attain empowerment remains a key strategic thrust. Concerted efforts were made to ensure the inclusion for women in all DTCE activities and will remain at the heart of each project that DTCE undertakes in the future as well.

DTCE Financials
Annual and quarterly work plans and budget statements, computerized financial management system and procedures, as well as financial reporting system indicate that DTCE has a regular annual budget cycle, Ensures physical security of advances, cash and records, disburse funds in a timely and effective manner, has procedures on authority, responsibility, monitoring and accountability of handling funds and has a record of financial stability and reliability.

The average annual turnover of the organization is US$ 4.45 million and average consumption is US$ 4.31 million per annum since 2003 to 2012. Rate of average consumption is 97% which shows the maximum utilization of the funds as per agreed objectives of the program and effective financial planning and implementation. DTCE possesses team of professionals trained in the field of accounts, finance and audit and working in DTCE since 2003.

The optimal utilization of human, technical and financial capital has been a guiding principle of DTCE's commitment

to operational excellence. In pursuit of result driven activities with clearly defined deliverables, the maximization of available resources is greatly emphasized. The allocation of 5 percent of the total budget for the year 2012 to cover administrative cost bears testament to DTCE's commitment to cost effectiveness. These administrative costs include expenditures on staff capacity building, in-service training, knowledge dissemination activates, expendable and non-expendable equipment, meetings and other such events. 95 percent of the budget amounting to US $6,865,725 million was used to implement core activities; the organization has worked extensively with a sharp focus on its model components and their implementation, also keeping in view all stakeholders and their concerns with regard to financial transparency as a result of which DTCE has successfully undergone several external audits. It has utilized the maximum possible funds in advancing its programme activities in districts across Pakistan, and benefited a large number of people.

DTCE's total expenditure in 2012 comes to US$ 7,244,653 million, equivalent to 99.64% percent utilization. DTCE's programme costs can be summed up as follows:

| Project Name	TOTAL US$
Support to DTCE / Improving Citizen Engagement through Devolution (ICED)	2,856,856
Flood Affected Communities Engagement For Recovery (FACER)	3,442,505
Sustainable Development through Peace Building, Governance and Economic Recovery in KP (PEACE)	164,608
Supporting Four Month Campaign on Gender Based Violence	111,000
Supporting Women's CNIC Registration in Selected Districts	98,733
Support to Public Safety and Justice in Malakand Division	481,735
Striving for Access to Justice in Malakand Division	67,861
Da Khaiqu awaz (The People's Voice)	15,235
Study on Citizen's perception in Malakand Division / KP	6,120
TOTAL	7,244,653

Bank account and bank statements, audited financial statements and reports, computerized financial accounting system, guidelines for processing financial transactions and separate finance and internal audit departments indicate that DTCE has a robust financial system, keeps good accurate and informative accounts and has the ability to ensure proper financial recording and reporting. Independent annual financial audit is a regular feature of DTCE's financial management. So far ten annual audits have been undertaken by independent Chartered Accountant firms and the outcome of all these audits have been, "No audit observation".

Till September 2011 DTCE was mostly executing the UNDP awarded projects. PROMIS is the financial accounting system which is the requirement of UNDP. Promis is quite capable to cater the financial and planning requirements of UNDP. As DTCE is now working on multi projects awarded by different donors so there was a need that DTCE should develop its own Enterprise Resource Planning System (ERPS).

Keeping in view the reporting requirements of different donors and requirements of corporate authorities DTCE engaged M/S Sidat Hyder Murshad to develop Enterprise Resource Planning System to provide solutions to the financial needs of DTCE. DTCE Team worked with M/S Sidat Hyder and developed the ERPS which is now fully operational and quite capable to provide cash flows, project wise receipts and expenditure reports, donor wise receipts and expenditure reports, program component wise expenditure reports, inventory management and produce consolidated financial statements of the DTCE.

DTCE has also developed its own Finance and Accounting Manual, Internal Audit Manual and Internal Audit verification check lists. Professional staff has been hired to implement these manuals and check lists. Internal audit department is also there to ensure the implementation of these manuals.

DTCE Geographical Coverage

BALOCHISTAN

FATA

KP

SINDH

PUNJAB

AJK

JAMMU & KASHMIR
Disputed Territory

GILGIT-BALTISTAN
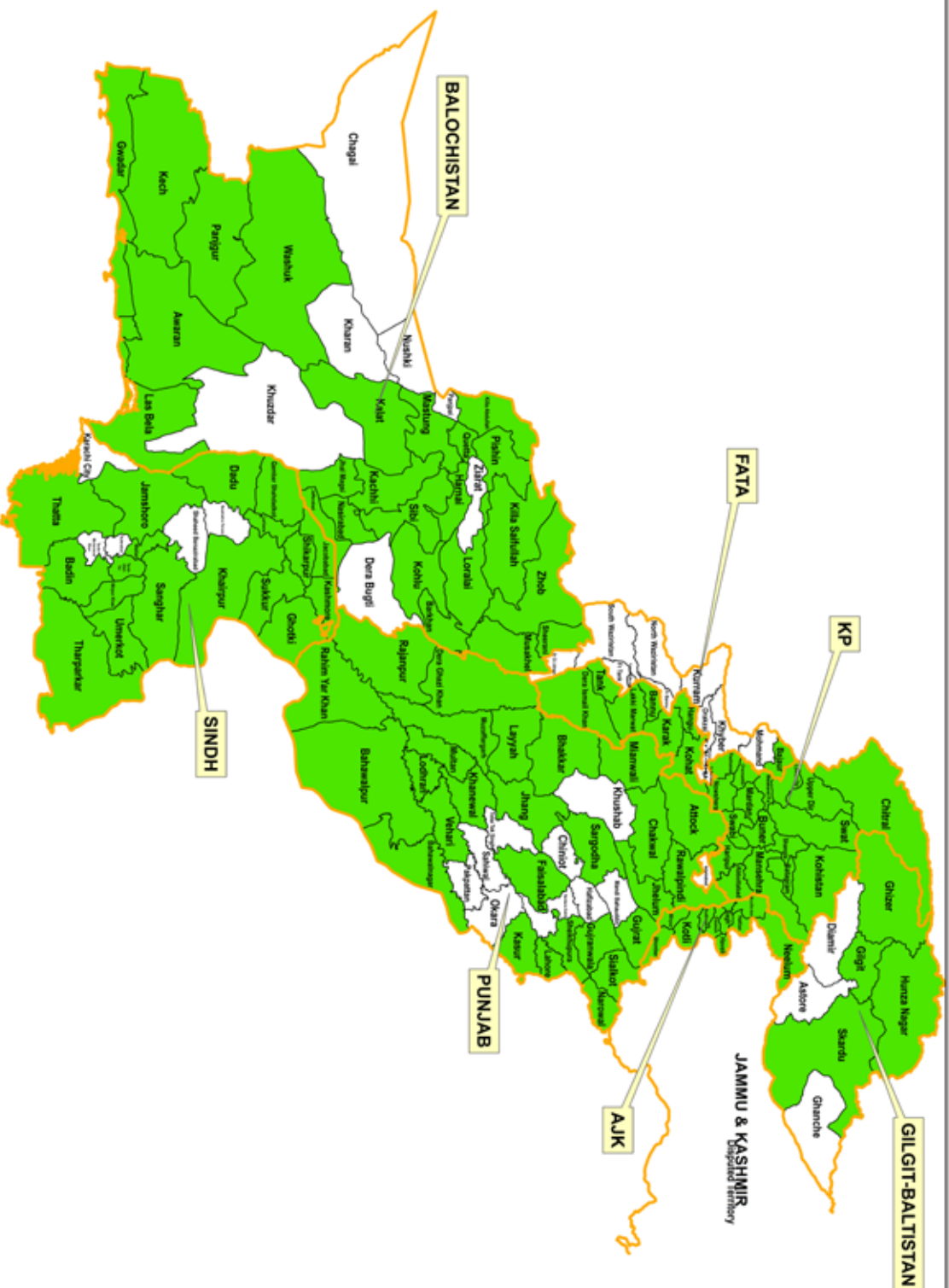
Legend

- Province Boundary
- District Boundary
- DTCE Geographical Coverage

Map Information:

Districts: 107
Agency: 01

N
W — E
S

0 0.5 1 2 3 4
Decimal Degrees

DTCE
Empowering People